



CLUB SOCCER LASALLE
Operational plan 2024-2028



Dear members of the LaSalle Soccer Association,

It's an honor to speak to you today as President. I hope you and your loved ones are healthy and thriving. The last few years have tested our club, but it's together, thanks to our solidarity and the unwavering commitment of each and every one of us, that we've come through these challenges. Your resilience embodies the core values of our association, and I sincerely thank you for it.

The LaSalle Minor Soccer Association is much more than a sports club: it's a community open to all, a place for exchange and support. Our mission is to ensure that every member, whatever their age, level or origin, feels welcome. To this end, we are working to strengthen our partnerships with local businesses and support organizations, in order to offer concrete help to families in need. At the same time, improvements to our facilities are underway to ensure inclusive access and modern facilities that meet everyone's needs.

For our players and coaches, the LaSalle Soccer Association aims for excellence. Our technical team is committed to providing high-quality coaching and resources, enabling each player to develop his or her full potential, both athletically and personally. Our young players, as well as our most experienced members, benefit from rigorous and adapted training, focused on progression and development. By constantly innovating and seeking out new training opportunities, we reinforce our commitment to a rewarding sporting experience.

Our vision for the future is ambitious and sustainable. Together with the Board of Directors, we are committed to building a stable and sustainable club, while offering quality programs and responsible management. Through careful planning, we are investing in the infrastructure and resources necessary to sustain our growth. This effort ensures that LaSalle Soccer will remain a benchmark for future generations and continue to offer a high-level environment for all.

I would like to express my gratitude for your support, your passion and your commitment. It's thanks to you that the LaSalle Soccer Association is what it is today: a family, a strong and committed community. Together, we will continue to evolve and build a club that reflects our values and our vision for the future.

I can't wait to see what we can achieve together.

Thank you all very much.

Carlo D'Ambrosio

President, LaSalle Soccer Association



About us

The LaSalle Minor Soccer Association Inc (LMSA) is a non-profit organization run by a Board of Directors of dedicated volunteers.

Founded in 1986 by a group of Italian Canadians driven by their passion for soccer, LMSA quickly established itself as one of the most committed clubs on the island of Montreal. In 2007, we reached a record number of some 2,400 players. Today, in the current soccer climate and in the wake of the global pandemic, our membership stands at around 1,350.

Mission

To offer every resident of the borough of LaSalle the opportunity to play soccer in a safe, stimulating and rewarding environment. We emphasize fun, teamwork and skill development at levels suited to each individual's abilities. LMSA is also committed to providing high-level training for those who aspire to achieve their full potential.

Vision

The LaSalle Minor Soccer Association aspires to be recognized in our community and nationally as a soccer club of excellence and a model organization. We are committed to offering quality soccer development programs for all skill levels, whether recreational, competitive or elite, while also providing training and support for coaches and referees.

Values

We believe that soccer is a fun, team sport.

- **Union:** Soccer must be inclusive and welcoming to all who wish to participate.
- **Excellence:** Encouraging and supporting the achievement of the highest levels of success for all our members.
- **Respect:** Promote sportsmanship, integrity and courtesy on and off the field.



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I. STRATEGIC ORIENTATIONS

A. Technical Development

- **Educators**
 - Set up a technical department with paid or volunteer trainers.
 - Train all our coaches to improve program quality.
- **Players**
 - Improve the quality of programs, from grassroots soccer to senior teams.
 - Offer a wide range of organized competitive activities.
 - Diversify programs to meet the needs of all young people.
- **Referees**
 - Create a refereeing department with permanent management and a sufficient number of referees to cover all the matches in the season.
- **Club**
 - Provide clear direction to the team and develop a sense of belonging to the club to ensure employee retention.

B. Internal processes

1. Marketing and Communications

- Develop a powerful, recognizable brand image.
- Optimize our digital presence.
- Ensure clear and transparent communication with our members.



2. Financial Development

- Multiply our public partners through socially oriented projects.
- Increase private partnerships via our competitive and semi-professional leagues.
- Optimize our revenues and expenses to establish a solid financial structure.

3. Member Survey

- Share future projects to create a common vision.
- Constantly improve our quality of service, taking into account regular feedback from our members.

4. Community involvement

- Offer programs in partnership with the borough and social partners to include all young people.
- Make a significant impact in the community through various actions.

II. ADMINISTRATIVE STAFF

1. Management team and administrative staff

The management team and administrative staff play a crucial role in the smooth operation of Club Soccer LaSalle. Led by a General Director (DG), this structure ensures the effective management of day-to-day operations while implementing the club's strategic vision.

The DG oversees all activities, coordinates human and financial resources, and establishes policies that support the development of soccer at all levels. In the absence of a Deputy General Director (DGA), the organization relies on an optimized distribution of responsibilities within the team to maintain high levels of efficiency across all operations.

In addition, a Technical and Administrative Assistant supports the DG in organizing activities and managing projects. A second assistant, working a few hours per week, helps with routine administrative tasks and provides essential support for day-to-day operations. This close collaboration among team members ensures a well-structured and organized environment that fosters the growth and development of athletes and the soccer community. It also helps deliver a positive and enriching experience for all members and their families.



2. Recruitment and training

Human Resources

The quality of our staff is fundamental to the success of our club. To this end, we are committed to recruiting qualified and competent professionals. We know that the development of the club and the achievement of our objectives depend on the ability of our staff to provide quality services to our members.

Recruitment and development processes

We implement rigorous procedures for recruiting staff, including the creation of clear and detailed job descriptions, as well as the posting of vacancies on various recruitment sites and professional platforms. We also encourage internal applications, offering opportunities for growth and development to our current employees (e.g. our new Women's Development Director is a coach from our club).

- **Goal setting:** Each member of staff is assigned annual tasks and objectives consistent with their job description, defined in collaboration with their superiors. This ensures that each employee understands his or her role and responsibilities within the organization (e.g., designing and overseeing all training and development activities for coaches).

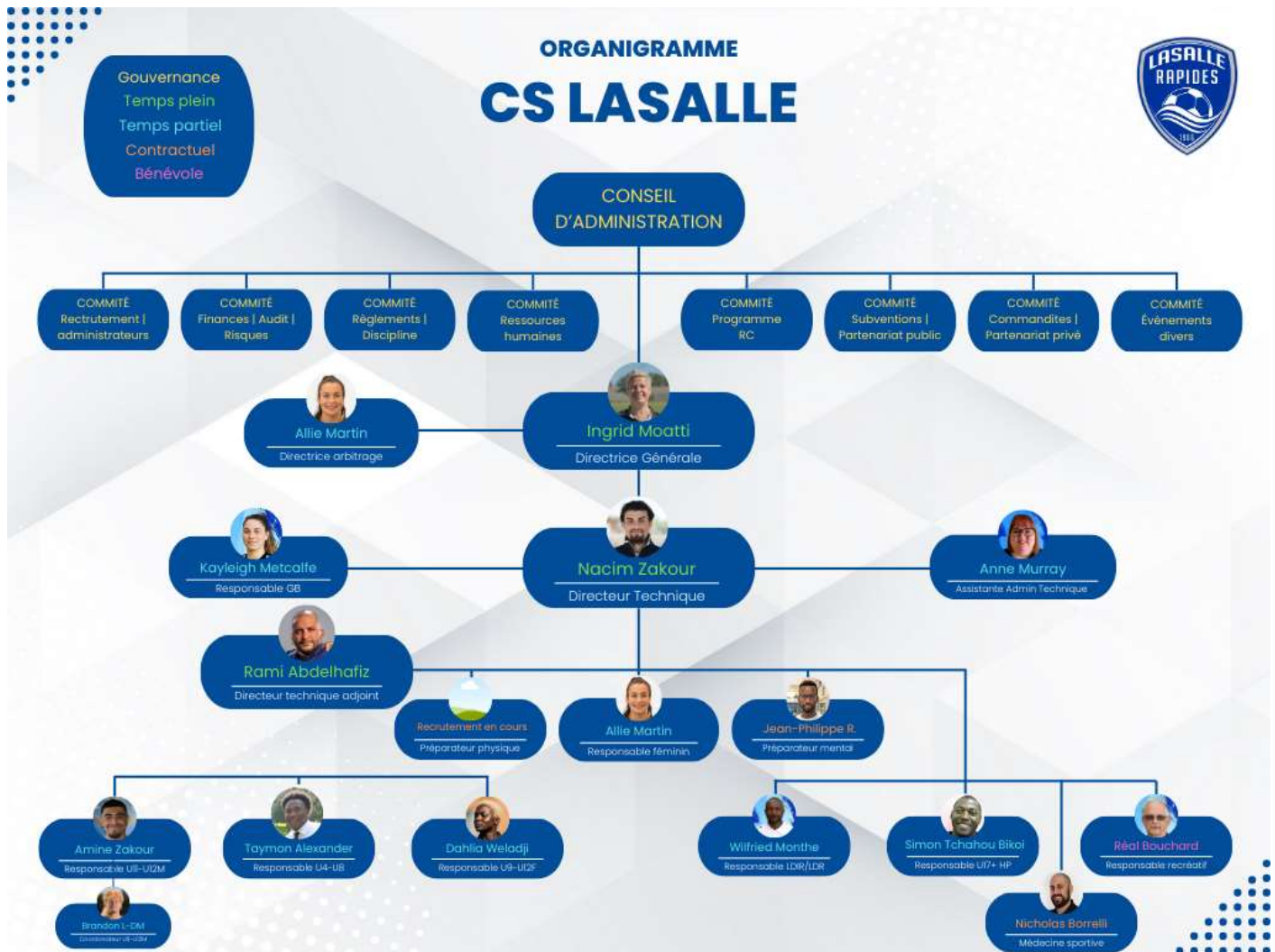
- **Performance appraisal:** We carry out annual performance appraisals to measure the effectiveness of each staff member. This evaluation is based on objective criteria and includes self-evaluations and constructive feedback meetings (Ex: Outstanding, Exceeds target, Achieves target etc.). Recognition of achievements

We believe in recognizing the contributions of our employees. Each year, we identify members who exceed their expectations and achieve their goals. These achievements are highlighted in our newsletters and on our social networks, to showcase the work of our staff and reinforce the culture of recognition within the club.

In short, the success of Club de Soccer LaSalle relies on the synergy between standing committees, volunteer recruitment and development, and human resources management. By establishing clear processes and fostering an environment of engagement, we ensure that our club continues to grow and prosper, while offering enriching experiences to our members and our community.



3. Club organization chart



III. TECHNICAL DEVELOPMENT

1. Players

- **Program Improvement:** The main objective is to improve the quality of programs offered to players, from grassroots soccer to senior teams. This includes the development of training sessions adapted to different skill and age levels.
- **Competitive practices:** Offer varied and organized competitive practices that enable players to measure themselves against opponents of different levels. These practices are designed to encourage the development of players' technical, tactical and physical skills, while incorporating



realistic match scenarios. We ensure that these practices prepare players to excel at the highest level of competition, offering them opportunities to take part in top-level tournaments and leagues.

- **Program diversification:** To meet the specific needs of young people, it is crucial to adapt our programs by offering a diversity of levels of practice. This includes both recreational and competitive activities, enabling every youngster to find his or her place, whether novice or more experienced.

Recreational sessions will foster fun and team spirit, while competitive activities will offer challenges adapted to each level. By incorporating this variety, we encourage active participation and commitment, while supporting the personal and sporting development of each youngster.

2. Educators

- **Coach training:** Train all coaches, whether salaried or volunteer, to ensure quality teaching and appropriate supervision. This training includes modules on technical skills development, coaching methods and sports psychology.
- **Technical structure:** Develop a structured technical department that supports coaches in their professional development and gives them access to the resources they need to improve their teaching practices.

3. Referees

- **Structuring the Refereeing Department:** Set up a solid refereeing department with permanent management. This includes ongoing training of referees to ensure adequate coverage for all matches throughout the season.
- **Skills development:** Offer regular training and workshops for referees, to enhance their skills and promote the values of fair play and respect on the field.

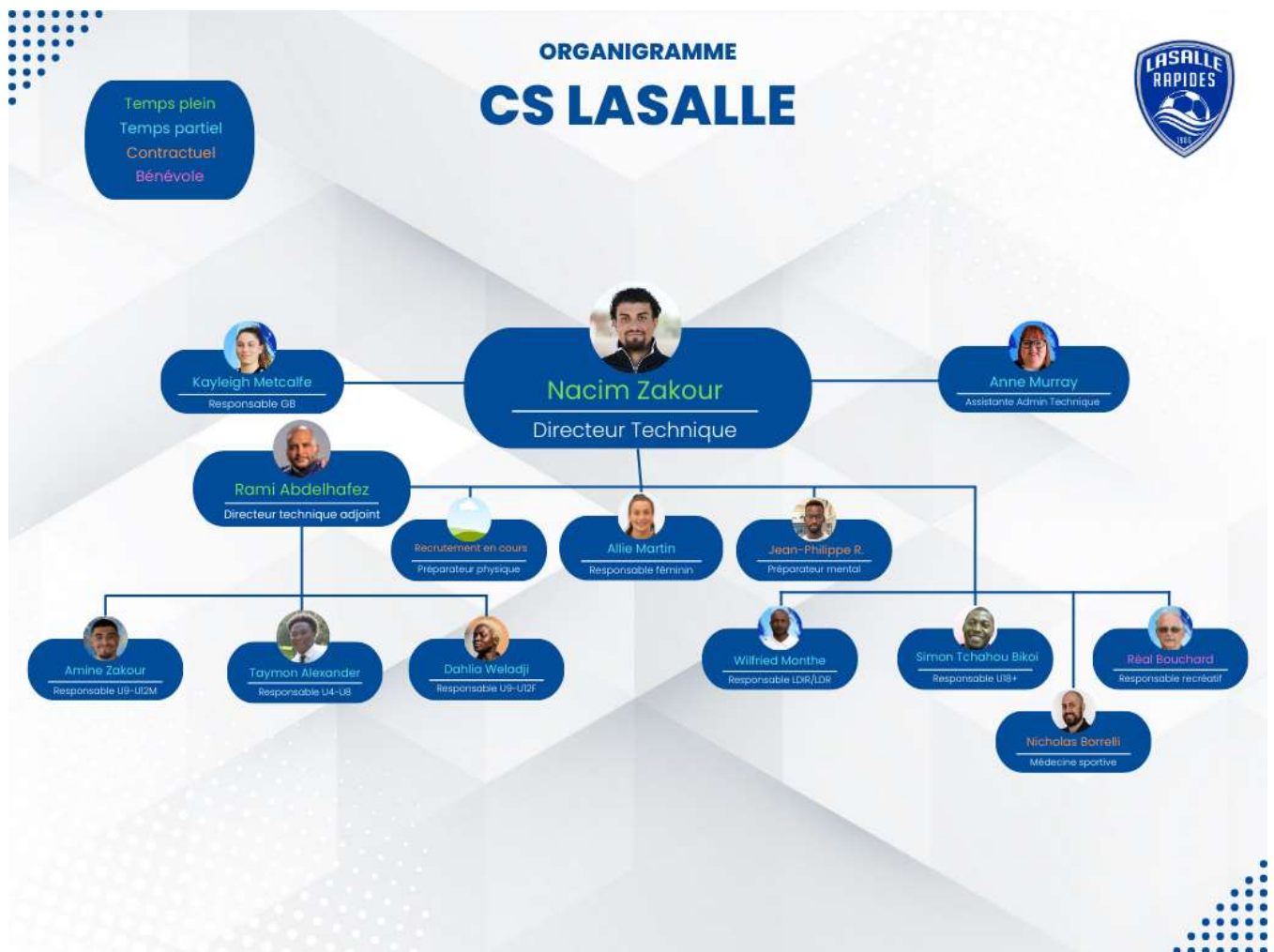
4. Club (Technical Employees)

- **Motivated and Inspiring Technical Team:** Ensure the presence of a team of motivated, structured and qualified technical employees. This includes implementing procedures for recruiting, training and recognizing employees.
- **Sense of Belonging:** Develop a sense of belonging to the club among technical employees by fostering a collaborative and respectful work environment, as well as open communication between team members.



- **Skills Development Support:** - Skills Development Support: Provide training and development opportunities for technical staff to ensure they can keep pace with developments in the sport and in coaching methods. We offer opportunities for coaches via Soccer Québec and Canada Soccer diploma courses (S1, S2, S3, S7, Provincial Educator Certificate, C and B Diploma, Goalkeeper training, etc.). We also offer in-house training (e.g. “Basic technical skills” training for Micro, “Player development training” for CDC, “Coach's expectations” training for U13+).

5. Technical staff organization chart



A key objective of our strategic plan was the recruitment of a technical director, a fundamental role in structuring our sports program and fostering the development of our athletes. In April 2024, we were delighted to recruit a Technical Director who will work closely with our team to optimize our sporting and technical offerings. This move is designed to ensure our compliance with the eligibility criteria established by Soccer Québec and Soccer Canada.



Alongside him, we have also recruited an Assistant Technical Director (ATD), who will be responsible for the U4-U12 sector, while the Technical Director coordinates the U13+ competitive level. In addition, we have hired a Director of Women's Soccer Development, to reinforce our commitment to the inclusion and promotion of this sport among young girls.

IV. INTERNAL PROCESSES

1. Marketing and Communication

a. Market analysis

The borough of LaSalle is characterized by a multicultural population, including many French-speaking immigrants recently arrived from countries where soccer is the national sport. In 2021, the borough of LaSalle will have a population of 82,235, of which 40% will be immigrants. The region's demographic growth over the past five years is mainly due to these families, often with two or more children.

The senior population is also significant, accounting for 17.5% of inhabitants, while young couples and young adults (under 25) make up over 28% of the population. In particular, children aged 5 to 18 account for 15.6% of the population, and adults aged 19 to 34 for 18.5%. With the recent influx of immigrants to Canada, over 90% of new French-speaking immigrants choose Greater Montreal (GMA) as their place of settlement. LaSalle attracts these newcomers thanks to its proximity to numerous services, downtown Montreal and the Montreal International Airport, just 15 minutes away. Nestled at the southern tip of the island of Montreal, LaSalle is centrally located in the "South-West of Montreal", an area with a large multicultural population. This makes it an ideal location to establish a certified national club.

b. Marketing Plan: Brand Anchoring and Digital Marketing

Over the next four years, LaSalle Soccer Club is committed to promoting its registration programs to increase its membership by 5% per year. To achieve this goal, information will be disseminated in accordance with the communication plan detailed below, with a consultation period running from September to February each year. General management and deputy management will be responsible for this initiative, with monthly follow-up meetings to assess progress and adjust strategies if necessary.

The Club also plans to adopt a single brand image and launch a unified branding strategy. A survey has been carried out among members to gather their opinions on the brand image, with the aim of adopting a simplified strategy based on the principle of "One Club - One Logo - One Brand".

Each year, surveys are carried out among parents to assess their level of satisfaction and gather valuable data to guide the Club's actions. Two surveys are sent out each year, with evaluations scheduled for September 30 and March 30.



A bimonthly newsletter is also offered to keep members informed of programs, guidelines, technical developments and featured news. The newsletter is e-mailed to all members and posted on the Club's website and social networks.

In addition, the Club is implementing an enhanced digital marketing strategy, aimed at increasing online engagement and strengthening our presence on social networks. This includes the creation of interactive content, promotional videos, and regular updates to maintain excitement around our programs and events.

Communications analysis

LaSalle Soccer Club ensures that all communications adhere to five fundamental principles to guarantee their effectiveness:

1. **Sender:** Most communications come from administrative staff, who are responsible for correspondence with members.
2. **Message:** Each communication has a clear message, linked to important topics such as the summer soccer camp or women's development programs. It is essential that all messages be bilingual.
3. **Communication medium:** Information is disseminated mainly by email, but also via our monthly newsletter, social media (Facebook, Instagram), our website, as well as at face-to-face meetings, such as those organized with coaches and parents.
4. **Recipients:** Messages are addressed to all members, including players, educators, staff and the community.
5. **Context:** Each communication has a specific objective and is written first in French, followed by the English version.

These principles guide our communications and support our strategic objectives, ensuring effective coordination through our "Social and Community Media Coordinator".

c. Communication plan

The communication plan is essential to ensure a smooth flow of information within the LaSalle Soccer Club and towards its members and partners. Here are the details concerning targets, messages, media used, frequency of communication and relevant comments.



Targets

1. Club members and partners

- Type of message: Opening of winter and summer season registrations.
- Medium: E-mails, website, Instagram posts, local newspapers, signage on borough boards, bimonthly newsletter.
- Frequency: Regular, once a week during registration periods (September and January).
- Comment: Targeted communication to attract as many new members as possible and inform existing members of registration opportunities.

2. Parents of young people from U4 to U18 and seniors

- Type of message: Schedules information, uniforms, start of season.
- Support: E-mails, XPS application, fortnightly newsletter, early-season meeting.
- Frequency: Early April and as needed.
- Comment: Up-to-date, accurate information to ensure that all parents are aware of important details.

3. Young people interested in refereeing

- Type of message: Recruitment, registration and training.
- Medium: E-mails, website, Instagram posts, local newspapers, signage on borough boards, bimonthly newsletter.
- Frequency: Early January and as needed.
- Comment: Communication strategies to attract new referees and ensure a sufficient team for the season.

4. Parents of club members

- Type of message: Recruitment for educators, coaches and volunteer assistants.
- Support: Emails, website, Instagram posts, bi-monthly newsletter.



- Frequency: Early January and as needed.
- Comment: Campaigns to mobilize parents and strengthen the community around the programs.

5. Members and residents of LaSalle

- Type of message: "All on the same field" sports inclusion program, various programs, municipal events, etc.
- Media: E-mails, website, social network publications, various media publications, bimonthly newsletter and posters on borough signs.
- Frequency: In February and regularly until the end of June.
- Comment: Promotion of community initiatives to ensure inclusion and diversity within the club.

6. Club members

- Message type: Events such as "Soccerfest" and "Winterfest".
- Media: Website, Instagram posts, bimonthly newsletter, billboards in the borough.
- Frequency: July and August for Soccerfest; November and December for Winterfest.
- Comment: Invitation and information about events to encourage member involvement.

Communication media

- E-mails: Used for direct communications and official announcements. They enable rapid, targeted distribution of information.
- Website: Serves as a central information point where members can access all relevant news, resources and documents.
- Instagram, Facebook and other social media posts: To reach a younger audience and share visual, engaging updates on club activities.
- Local newspapers: To reach a wider audience and promote community events and initiatives.
- Borough signage: To inform LaSalle residents of events and programs offered by the club.
- Bi-monthly newsletter: Provides regular updates on club activities, programs, upcoming events and important news.



Communication frequency

Communications are planned at key times of the year, such as registration periods and the start of seasons, and are adjusted as required. Regular bi-monthly updates keep members engaged and provide them with timely, relevant information.

Responsibilities

Each designated manager is responsible for the effective implementation of communications in his or her area of responsibility. Regular meetings between senior management and staff ensure that all messages are consistent and aligned with the club's strategic objectives.

Comments

The success of the communication plan is evaluated through feedback from members, collected via surveys and discussions at meetings. This enables us to adjust communication methods and ensure that members' needs are met.

Complementary initiatives

At the same time, the club organizes events such as charity poker, which strengthen community ties and provide socializing opportunities for members. These activities are integrated into our communications strategy to maximize participation and encourage a sense of belonging within the club.

2. Financial Development

Management of the club's operating costs is based on rigorous financial planning, guaranteeing transparency and accountability in the use of resources. This management is based on projected and actual budgets, presented monthly to the members of the Board of Directors. Every month, an assessment of expenditure is carried out, and follow-up is carried out on request to ensure optimal use of funds. All investments and fees associated with registrations are highlighted in our annual financial statements. At our Annual General Meeting (AGM), the Board of Directors also presents the financial budget and registration costs, enabling open communication and informed decision-making.

Our primary objectives are to reduce the financial burden of participation, while maximizing member satisfaction. We aim to increase our sources of funding, including sponsorships, public grants, contributions and fundraising activities, to limit our reliance on increased membership fees. This enables us not only to keep membership fees affordable, but also to improve the quality of services and infrastructure offered to members.



a. Club Financial Planning and Execution

The club's financial planning is based on five main axes, aimed at generating revenues and contributions amounting to \$1,400,000 (approx.) per year. These are based on identified needs, funding opportunities and the club's strategic priorities.

1. Financing Activities

- **Annual Fundraiser:** We organize an annual fundraiser, the details and timing of which are defined each year. This event mobilizes members, parents and supporters to generate significant financial resources. We organize a variety of activities, such as sporting events, benefit dinners and other social events.
- **Charity poker:** We also plan to organize a charity poker event, the planning of which is reviewed and discussed each year. This event becomes a regular source of income and helps create a sense of community.

2. Public subsidies

- The General Manager is responsible for identifying and soliciting various grant opportunities to meet the needs of the various programs. The grants are as follows:
- **Borough of LaSalle:** Annual contributions are requested to support our local initiatives.
- **Canada Summer Jobs Program:** This program enables us to finance jobs for young people and strengthen our supervisory capacity.
- **Federal and Provincial Financial Programs:** We are exploring all possibilities offered by the government to support our activities.

3. Sponsorship

We establish partnerships with key sponsors such as Energy Transportation Group, Desjardins, JC Academy, IGA Beck, Casa Grecque and others. These collaborations enhance our visibility while generating financial resources for the club. Each sponsor benefits from exposure on our communication media, equipment and events.



4. Self-financed programs

- We develop self-financed programs that contribute to our financial autonomy. These programs include:
- **Summer Camps:** We offer summer soccer camps for youngsters, combining learning and recreation.
- **Winter Soccer School:** We offer training sessions during the winter season to keep players engaged.
- **Fundamental Principles Improvement Program:** Ongoing training for young players to improve their technical skills.
- **Competition Development Program:** We prepare our teams for competition by offering tailored training sessions.
- **Regular Seasonal Registration:** We provide a revenue stream through registration fees for the various leagues.
- **Summer Performance Camp" program:** We offer a specialized camp for talented players, focusing on advanced development.
- **Job-specific camps:** We offer job-specific sessions to develop specific skills.
- **Mobile Concession Support:** We organize product sales at events to generate additional revenue from our players.

5. Individual Support

We also encourage organizations such as Canadian Tire's Head start Program and CLSC vacation assistance to finance the registration of certain players, ensuring that all children have access to sport, regardless of their socio-economic status.

b. Organization of the Financial Plan

Receipts: Registrations, Subsidies and Sponsorships

Anticipated revenues come from member registrations, public subsidies and private sponsorships.

Strategic objectives: Raise funds, maximize public and private subsidies, increase self-generated income.

Expenses: Operating and Investment



Rigorous monitoring of expenses is carried out, in particular to ensure that spending on club-level licenses is in line with forecast budgets. We examine each expense, comparing the figures with those of the previous year to identify discrepancies and adjust our practices.

One of our major investment initiatives is the acquisition of a mobile canteen in 2022, valued at \$12,500, aimed at generating an annual profit of \$4,000 over a four-year amortization period. This mobile canteen will provide on-site snacks and beverages at events, while creating a new source of revenue for the club.

In conclusion, our financial approach is designed to ensure the sustainability and growth of the club, with an emphasis on diversity of funding sources and transparency in the management of resources. We firmly believe that with proper planning and collective commitment, we can achieve our goals and continue to offer quality opportunities to all our members.



Canteen LaSalle Soccer Club

3. Infrastructure and facilities

Managing existing facilities

Over the years, **Club de Soccer LaSalle** has cultivated a solid, collaborative relationship with the borough of **LaSalle**. This cooperation has enabled us to maximize the use of available soccer fields and sports facilities, while meeting the growing needs of our members. We have worked in close coordination with the borough to ensure efficient infrastructure management, guaranteeing optimal access to quality facilities all year round.

With a total of **14 soccer pitches** across the borough, we have strategically harnessed these resources to



provide a rewarding sporting experience for our athletes. Our proactive management allows regular rotation of field use, minimizing wear and tear while maintaining a high standard for players. Thanks to this approach, we have been able to meet the demand of our recreational and competitive teams while ensuring sufficient availability for special events, tournaments and training.

Over the past five years, our rigorous infrastructure management has optimized the use of these lands, responding to the growing demands of our expanding membership and programs.

This management has also enabled us to keep our pitches in good condition, contributing to the club's image of excellence and its regional reputation.

We will continue to make full use of this infrastructure, while planning new improvements in partnership with the borough. **Riverside Park** represents a concrete example of this collaboration, as the nerve center of our activities. Working together with the municipal authorities, we aim to further strengthen our facilities to meet the future needs of our members, notably with the permanent dome project that will add a winter dimension to our training programs.

Through our ongoing partnership with the Borough of LaSalle, we ensure that our young athletes benefit from modern, safe and accessible facilities, creating an environment conducive to both their athletic and personal development.

Infrastructure and Facilities Development Plan

As part of our Vision 2028, the LaSalle Soccer Club has put in place a clear strategy for the development of its sports infrastructure over the next four years. Our goal is to improve the facilities available to support the growth of soccer in LaSalle, in collaboration with our municipal, provincial and federal partners.

1. Permanent Dome Project

The urgent need for new sports facilities, particularly following the closure of Lachine's Soccerplexe, has led to the validation of a fixed dome project by municipal elected officials. The project, to be in Riverside Park, aims to provide ideal winter training conditions for our young athletes. As a modern complex, the dome will bring together the training spaces and equipment needed to develop our sports programs.

Project milestones:

1. **Validation by elected officials:** The project was presented to and approved by the elected officials of the LaSalle borough, thus guaranteeing that it is in line with the municipal vision for the development of sports infrastructures.
2. **Feasibility study:** A feasibility study was carried out to analyze the various potential sites for building the dome. This study assessed factors such as accessibility, environmental impact and the specific needs of the club.
3. **Site evaluation:** Of the six stages of the project, five have been validated, including needs analysis, site selection and preliminary engineering.



4. **Planning and design:** Following validation, detailed plans will be drawn up in collaboration with architects and engineers to ensure that the fixed structure of the dome will meet all safety and energy efficiency standards.
5. **Financing:** Funding for the project will be provided through partnerships with municipal, provincial and federal levels. The dome project has already received positive support from provincial and federal representatives.
6. **Construction:** The construction of the dome, scheduled for 2027, represents a significant step forward for our club. This permanent structure will enable us to avoid having to navigate between several gyms and incur the high costs associated with renting land.

This new facility will not only optimize our resources, but also create a dedicated space where young people can train and develop without interruption. By improving access to quality infrastructure, we encourage greater commitment to our programs, while contributing to the long-term development of our young athletes.

7. **Dome management:** Club Soccer LaSalle wishes to be responsible for the management of this facility, operated as a non-profit organization, to offer services accessible to all users.

2. Project for a Third Synthetic Field

The second major project in our five-year plan is the addition of a third 11 vs 11 synthetic pitch at Riverside Park. This initiative responds to our teams' growing need for additional training and competition space, particularly with the increase in registration numbers.

The new pitch will be designed to the highest standards, ensuring a superior playing surface that will withstand the elements while providing ideal conditions for players. It will also feature adequate lighting for evening training sessions and matches throughout the season.

To finance this project, we are planning a significant investment, which will be partly covered by the seasonal revenues generated by the winter dome. By offering a winter training facility, we hope not only to attract more members, but also to diversify our revenue streams, enabling more robust financial management. This third field will also allow us to host regional tournaments and events, enhancing the visibility of our club and our community.

3. Club Office Project

The third strategic project involves the construction of permanent offices for the club, which will be located beneath the existing stands at Riverside Park. This modern complex will be designed to bring together all administrative and operational aspects of the club, facilitating day-to-day management.

The new offices will include dedicated spaces for various departments, including administration, technical staff and equipment. We also plan to add modern meeting rooms, enabling training and workshops for staff and volunteers. The changing rooms, meanwhile, will be equipped with all the amenities needed to provide a pleasant and functional working environment.



This construction is intended to replace the current facilities, which are aging and no longer meet the club's growing needs. By centralizing our operations in a single space, we will improve communication and collaboration between staff members, while ensuring more efficient management of resources.

In conclusion, these projects, supported by our municipal, provincial and federal partners, will sustainably strengthen sports infrastructures in LaSalle. By establishing a strong partnership with the Borough of LaSalle, the provincial government and the federal government, we will ensure a transparent and sustainable management structure for the benefit of our young athletes and the community.

4. Dome projection



Exterior view of the LaSalle Soccer dome



Interior view of the LaSalle Soccer dome



4. Member survey

LaSalle Soccer Club is committed to gathering the opinions and expectations of its members to continually improve the quality of its services. Aware that every voice counts, we have put in place a systematic process to capture feedback from our community. At the end of each season, we conduct satisfaction surveys that give us valuable insight into our members' needs and wishes. This helps us to set priorities, identify areas for improvement and design appropriate programs.

Specific Surveys

In addition to end-of-season surveys, we are committed to carrying out specific surveys after each major program or event organized by the club. Among these initiatives, we have emblematic events such as:

- **Girls4Girls:** A program to encourage and promote girls' soccer, ensuring that young girls feel valued and supported in their passion for the sport.
- **Soccerfest:** A major community event that brings together players, families and supporters, celebrating soccer and fostering the community spirit of our club.
- **All on the same field:** An initiative designed to include all young people, regardless of disability or social status, in the game of soccer.
- **Summer or Spring Break Camps:** A soccer program during school breaks that gives youngsters the opportunity to share and have fun while practicing soccer and other sports activities.

Each survey is designed to gather information on key aspects, including:

- **Overall participant satisfaction:** Understand how members rate their overall experience within our programs and events.
- **The quality of the activities on offer:** Assess whether the activities meet participants' expectations and contribute to their sporting development.
- **Suggestions for improving future events:** Encourage members to share their ideas and recommendations, so that we can constantly improve our offering.

The results of these surveys are carefully analyzed by our technical department. This department meets quarterly to review the feedback received, identify trends and recurring themes, and discuss any necessary adjustments. This in-depth analysis enables us to better tailor our offerings to the various audiences we serve, and to optimize our programs to ensure they fully meet our members' expectations.

Action plan and frequency

- **End-of-Season Surveys:** Conducted each year at the end of each season, in November and March, these surveys capture the experience of the entire season and identify strengths and areas for



improvement before planning the next season.

- **Results Analysis:** Scheduled for the first week of December and April each year, this analysis results in a detailed report. This report is also shared with all members, guaranteeing the club's transparency and commitment to its members.
- **Post-event surveys:** These surveys are sent out within 7 days of the conclusion of each event. Feedback is analyzed and a consolidated report produced in January of the following year. This enables lessons learned to be rapidly integrated into the planning of future initiatives.

By placing active listening and member participation at the heart of our approach, LaSalle Soccer Club is dedicated to evolving and adapting to the needs of its community. We firmly believe that genuine commitment and a desire for continuous improvement are essential to creating an enriching and satisfying experience for all our members, thus fostering the development of soccer in our region.

5. Community involvement

The borough of LaSalle is rich in exceptional cultural diversity, with over 32,000 immigrants, mainly of Italian, Chinese, Indian, Algerian and Jamaican origin. As a club, we recognize the importance of this diversity and wish to strengthen our ties with the community by actively participating in various sporting and cultural events.

Objectives and investments

SoccerFest Annual Sports Festival

The LaSalle Soccer Club's commitment goes far beyond sport; it aims to become an essential pillar of our community. Each year, the club invests close to \$10,000 in its annual soccer festival, an event that attracts over 3,000 participants, including many members, parents, grandparents and LaSalle residents.

Over the past 38 years, our festival has evolved to become more inclusive, integrating community organizations such as the figure skating club, gymnastics club, field hockey club and other non-profit organizations. In 2023, in partnership with the borough, we transformed our annual soccer festival into the Festival Sportif Annuel. While soccer matches remain at the heart of this event, we have enriched the program with free fun activities, offering a memorable experience for children and families.

This open-air festival is a meeting place for all non-profit organizations, encouraging interaction and sharing within the community. Each organization can set up a 10x10 tent to welcome participants, and our sponsors benefit from the same opportunities. Through this initiative, our aim is to strengthen ties with the community while collectively celebrating our passion for sport.

Soccer Concentration at School" project

In 2023, we launched an innovative pilot project entitled "Soccer Concentration at School" in collaboration with two establishments, an elementary school and a high school, in our borough. Launched in October 2023, the program aims to introduce students and their supervisors to the joys of soccer. Under the supervision of our technical team, we set up soccer sessions directly within the schools,



showing children how this sport can be both fun and engaging.

The results of this initiative have been very encouraging, with a substantial increase in registrations in the 4 to 12 age group for our Club Development Center. Building on this success, we have decided to continue the project for the 2024/2025 school year, consolidating our partnership with the two schools involved.

What's more, with the recruitment of our Activities Technical Director (ATD), we are able to develop and extend this program to all the borough's elementary schools. Our technical team will also explore the possibility of setting up similar programs for secondary schools, reinforcing our commitment to promoting soccer within the school community.

Sport inclusion program

The "All on the same field" sports inclusion program aims to guarantee access to soccer for all young people, regardless of gender, origin, socio-economic status or physical ability. Aimed particularly at children from disadvantaged families and those with functional limitations, this program enables them to take part in summer camps at reduced rates, while integrating activities adapted to their specific needs. Youngsters with functional limitations are welcomed in individual supervision at the regular rate, with no extra charge, to guarantee their full inclusion in the activities.

This program has a significant impact on the LaSalle community, promoting social cohesion and reducing inequalities. By offering sports opportunities to young people who are often marginalized, it helps to strengthen the sense of belonging and break down isolation. The values conveyed in these camps, such as tolerance and respect, are essential to the development of an inclusive community. What's more, by encouraging the regular practice of sport, the program helps prevent health problems such as childhood obesity, while fostering the personal and social development of young participants. In 2023, the program exceeded its objectives, welcoming many young people and reinforcing the idea that sport can be a vehicle for inclusion and equality, while contributing to the enrichment of the local social fabric.

Women's "return to work" program

We've launched a new women's soccer program, which started on October 20, 2024, aimed at women aged 18 and over. This program is specially designed to provide accessible and fun physical activity, whether you're new to the sport or looking to get back into it.

This program is about more than just sports; it has a significant impact on our community. By participating, women will have the opportunity to improve their physical condition, develop new sports skills and create social bonds in a welcoming and inclusive environment. These interactions foster a sense of solidarity and camaraderie, helping to strengthen the social fabric of our community.

By joining this program, participants can not only have fun, but also boost their self-confidence while sharing convivial moments with other women.



Future milestones for 2024/2025

- **Evaluation of the "Soccer Concentration at School" project:**

Scheduled for the end of 2024, this evaluation will aim to measure the program's impact on participating students and schools. A detailed report will be shared with schools and the community, enabling constructive feedback and adjustments to be made to the program in line with identified needs. This stage will be crucial in ensuring that the project effectively meets the expectations of young people and supervisors alike.

- **Financial assistance:**

We plan to set up a financial aid scheme to support players from underprivileged families, as well as youngsters from schools wishing to play soccer, but whose parents lack the means. Thanks to the funds raised at our charity events, we will be able to offer concrete support, enabling these young people to access sporting opportunities without financial constraints being an obstacle. This will reinforce our commitment to inclusion and ensure that soccer remains accessible to all children, regardless of their socio-economic status.

V. ORGANIZATIONAL CAPACITY

1. Board of Directors

The Club de soccer LaSalle currently has a seven-member **Board of Directors**. At the next Annual General Meeting (AGM), we plan to revise the by-laws to incorporate a number of members between 8 and 12, in line with the recommendations of the Société québécoise de soccer (SQ).

This board is responsible for the governance and core functions of the club. As board members, we provide management support and strategic advice to our team, fostering a culture of collaboration and innovation.

To optimize operations and facilitate decision-making, Club Soccer LaSalle has formed several **standing committees**. These committees focus on specific themes, providing targeted expertise and ensuring that every aspect of our organization receives the necessary attention. The topics addressed by these committees are clearly documented and shared at Board meetings.

The Board of Directors receives **progress reports** and **minutes** from each committee. These documents are discussed at Board meetings, then presented to members at the Annual General Meeting (AGM), guaranteeing transparency and member commitment.

One of the objectives of the club's strategic plan for organizational development will be to structure its Board of Directors while prioritizing **good governance**. We aim for continuous improvement, in line with the criteria established by Soccer Québec and Soccer Canada.



a. Standing committees

Members	Members Appointments (Recruitment & Retention)	Finance, Audit and Risks	Regulations	HR	Financial Partnerships (Public & Private)	CLL	Events
Carlo D'Ambrosio							
Anthony Pellegrino							
Marina Agnessi							
Antonino Mendolia							
Suzanne Mezzetta							
Francesca Gravano							
Tahar Alouini							
Anne Murray							
Ingrid Moatti							
Nacim Zakour							
Rami Abdelhafez							
Alexandra Martin							



Frequency of standing committees

Frequency of meetings	15 days	1 month	2 months	3 months	6 months	Comment(s)
Members Appointments (Recruitment & Retention)						A 1 ^{er} committee meets to identify needs at the start of each summer (January) and winter (June) season.
Finance, Audit and Risks						Referred to at each Board meeting from the start of the fiscal year
Regulations						A 1 ^{er} committee meets to adjust modifications at the start of each summer (January) and winter (June) season.
Human resources						A committee meeting is held at the start of each summer (January) and winter (June) season. An extraordinary committee meeting may be called in the event of the early departure of one or more members of staff.
Financial Partnerships (Public & Private)						Referred to at each Board meeting from the start of the fiscal year
CLL						We meet twice a year (Board of Directors, administrative and technical teams) to set objectives and then follow the recommendations of Soccer Québec and Canada Soccer.
Events						We meet every month to organize the club's various events.



Standing Committee processes

Standing committees play an essential role in the governance and operational management of the club. **These committees meet regularly** according to a pre-established annual calendar, facilitating the planning and organization of their activities. Meetings, whether face-to-face or by videoconference, follow a rigorous agenda, ensuring that every relevant topic is addressed in a systematic and structured way.

At the end of each meeting, **minutes** are drawn up to capture all discussions and decisions taken. This document serves not only as a reference, but also as a follow-up tool for future actions. Minutes are then forwarded to the General Manager, who ensures that they are shared with Board members at monthly meetings. This approach maintains total transparency within the organization and encourages collaboration between the various committees.

The chairmen of each committee are responsible for sending the minutes to the Board of Directors within **72 hours** of the meeting. This time requirement is crucial to ensure that committee decisions and recommendations are taken on board quickly, enabling effective implementation of ongoing initiatives and projects.

Independence of Disciplinary and Ethical Processes

The processes related to discipline management, appeals, dispute resolution, and ethical violations are designed to be entirely independent of the board of directors. This autonomy ensures impartiality in decision-making and prevents any potential conflicts of interest. The committees responsible for these matters operate independently, relying on clear policies and established frameworks to guide their deliberations and decisions.

Recommendations and resolutions from these committees are documented and shared with the board of directors solely for informational and follow-up purposes. The board does not intervene in these processes to maintain fairness and transparency in handling sensitive issues.

2. Recruitment, Recognition and Development of Volunteers

Club Soccer LaSalle relies heavily on the commitment and efforts of its volunteers. These individuals, who devote their time and energy to the club, are indispensable to the implementation of our programs. Their dedication enables us not only to maintain a high level of quality in our sporting activities, but also to create a dynamic community around soccer.



Recruitment objectives

To ensure a strong and committed volunteer base, our strategic focus is on **recruiting and retaining** qualified and dynamic volunteers. We aim to create an environment where every volunteer feels valued and supported.

Initiatives include:

Review of volunteer positions: We carry out an exhaustive analysis of all job descriptions to ensure that they are clear, precise and reflect real expectations. This ensures that every volunteer knows exactly what is expected of them.

Ongoing training: Every volunteer receives tailored training, enabling them to acquire the skills they need to succeed in their role. This includes induction sessions, practical workshops and mentoring opportunities. We firmly believe that training contributes to volunteer retention by giving them the tools to flourish in their missions.

Volunteer experience survey: We regularly organize surveys to obtain constructive feedback from our volunteers. This information enables us to identify the strengths, weaknesses, opportunities and threats (SWOT) regarding their experience within the club, and to adapt our approaches accordingly.

Recognition events: Recognition is essential to keep everyone motivated and committed. LaSalle Soccer Club organizes several recognition events throughout the year, including our annual Recognition Evening, which celebrates and highlights the outstanding contributions of our members. On this occasion, we thank our volunteers, coaches and players for their dedication.

Complementing this evening, team-building activities and success celebrations are organized to reinforce the sense of belonging within the club and to value each individual contribution. These moments bring our community together around the values of solidarity, recognition and shared pleasure.

Opportunity Communication

To attract new volunteers, we use a variety of communication channels. We highlight volunteer opportunities on our website, our social networks and in collaboration with the Conseil du sport de Montréal. By promoting volunteering as a rewarding and enriching experience, we hope to attract more people to get involved with our club.

3. Sense of belonging and Club spirit

At Club de Soccer LaSalle, a sense of belonging and club spirit are at the heart of our mission. We are deeply rooted in our community, where members rub shoulders on a daily basis, whether at school, in



local businesses or at community events. This proximity creates a unique bond and strengthens our collective identity.

To cultivate this sense of belonging, we are implementing a series of initiatives that promote inclusiveness and conviviality among all our members. One of our first strategic thrusts is to offer our programs in a variety of languages, enabling more people to become fully involved in club activities. This initiative reflects our commitment to creating a welcoming environment that respects and celebrates the cultural diversity of our community.

We recognize that a club's strength lies in its human relations. That's why our Board members are actively involved in team-building activities. Their presence at these events strengthens the bonds between players, coaches and managers, while demonstrating the importance of collaboration and proximity between all stakeholders. This creates an atmosphere of camaraderie, respect and mutual support, where everyone feels valued and heard.

We also organize social events, such as open days, friendly tournaments and community evenings. These moments enable our members to meet in an informal setting, share experiences and build lasting friendships. By fostering these interactions, we consolidate club spirit and nurture a strong sense of belonging that transcends mere sporting activities.

We firmly believe that this culture of belonging is not limited to the playground. It extends to our commitment to the community, working with local schools, businesses and non-profit organizations. By forging these links, we reinforce our role as a community club and create an environment where every member feels part of something bigger.

In short, LaSalle Soccer Club is not just a place to play a sport, but a true home for our members. By cultivating a sense of belonging and club spirit, we ensure that everyone, whether player, parent or supporter, feels valued and connected to our collective mission. Together, we're building a club that not only excels on the field, but also plays a **vital** role in **the life of our community**.

Family commitment

At Club Soccer LaSalle, we're distinguished by our "family" character, where bonds between members have been forged over the years. Many players have grown up on our teams, and we're proud to see that those who have benefited from our coaching are now taking up the baton by becoming actively involved in the "Active and Fundamental Beginnings" program, as well as in our house league.

This intergenerational dynamic is palpable proof of the strong sense of belonging that transcends the ages and reinforces our club's community roots. We recruit our coaches from among the players who have played for the club, enabling younger players to benefit from the experience and passion of those



who were in their shoes just a few years ago. This transmission of knowledge and values between generations is essential to building a solid culture within our club.

We firmly believe that this approach not only promotes young people's sporting development, but also helps strengthen family and community ties. By training our coaches from the community, we ensure that our coaching is not only competent, but also in tune with the values and expectations of our members.

Each coach thus becomes a mentor and role model for the young players, reinforcing the sense of continuity and belonging that lies at the heart of our mission. By encouraging this transmission of values and experience, we contribute to the sustainability of our associative project, while consolidating our role as a pillar of the community.

In short, we're building a true family ecosystem that not only fosters sporting excellence, but also the personal and community development of every member. Together, we ensure that our club remains a place where every generation can learn, grow and flourish, while feeling deeply rooted in our beautiful community.

Commitment to Inclusivity

At Club Soccer LaSalle, we strive to broaden our programs to welcome as many participants as possible, regardless of gender identity, origin, culture, beliefs, social background or disability. Our commitment to inclusiveness is reflected in initiatives developed in collaboration with various community partners, aimed at combating all forms of discrimination.

Programs such as "Girls4Girls" are specifically designed to encourage female participation and provide a safe and motivating space for young girls wishing to get involved in soccer. In addition, activities such as "All on the same field" enable youngsters with special needs to integrate and play soccer in an inclusive environment, promoting diversity and acceptance within our club.

We also make a point of integrating young people from newly-immigrant and disadvantaged families into our summer and winter programs, creating a real bridge between different social realities. These efforts are reinforced by our "Soccer Concentration" initiative, implemented in schools. This program offers students the opportunity to develop their soccer skills while pursuing their studies, thus combining sporting performance with academic success.

"Soccer Concentration aims to create an educational framework that values sporting engagement while supporting learning. By collaborating with schools, we facilitate access to soccer for all, promoting the inclusion and participation of young people from diverse backgrounds. Students can thrive both on the pitch and in the classroom, benefiting from pedagogical support that helps them achieve their academic and sporting goals.



At Club Soccer LaSalle, we firmly believe that sport is a vehicle for bringing people together and personal development. By offering diverse and inclusive programs, we help build a close-knit community where everyone has the opportunity to grow, learn and share their passion for soccer.

Fight against all forms of discrimination

Club Soccer LaSalle is firmly committed to fighting all forms of discrimination. We believe that soccer should be a sport accessible to all, and we warmly welcome anyone wishing to participate, whatever their age, gender or social background.

To reinforce this commitment, we track new members participating in our programs and develop initiatives in partnership with LaSalle social organizations. These collaborations enable us to put in place targeted actions to support young people with special needs and vulnerable families. By creating an inclusive environment, we ensure that every individual feels valued and respected.

We also recognize the importance of communication in our inclusive approach. That's why we implement e-mail campaigns to raise community awareness of our initiatives. These emails are used to inform our members of available programs, upcoming events and support resources. In addition, we use these communications to share inspiring testimonials and success stories within our club, reinforcing a sense of belonging and commitment.

At Club Soccer LaSalle, our goal is to ensure that every participant, whether player, coach or volunteer, can play in an environment where diversity is celebrated, and everyone has a place. By fighting discrimination and promoting inclusiveness, we help build a strong community united around our shared passion for soccer.

VI. Administration and Finance

1. Administrative Policies

Objective

The primary objective of our administrative policies is to establish clear guidelines for the administrative operation of the club. This ensures transparency, integrity and efficiency in the management of day-to-day operations. By adopting these policies, we create an environment conducive to the development of our athletes, collaboration between members and the trust of partners and sponsors.



Key components

Code of Conduct

The Code of Conduct is a fundamental document that defines the behavior expected of all Club Soccer LaSalle employees, volunteers and members. This code aims to ensure a respectful, professional and inclusive environment, where everyone feels valued and safe. The principles of respect, honesty and integrity are at the heart of our daily interactions.

To ensure that expectations are clearly understood and respected, we organize regular training sessions. These cover ethical behavior, conflict management and sensitive situations our members may encounter. For example, practical scenarios are presented to illustrate how to resolve disputes constructively. Awareness of diversity and inclusion is also integrated into these training sessions, fostering a climate of tolerance and empathy within the club.

Decision-making procedures

We establish clear decision-making procedures to ensure transparency and efficiency in all our actions. A framework outlines the necessary approvals for expenditure and initiatives, ensuring that every decision is justified and documented.

Every significant decision is subject to a consultation process that involves relevant stakeholders, such as coaches, parents and Board members. For example, for program development initiatives or new expenditures, meetings are held to gather input and ensure consensus. This framework also fosters greater accountability, enabling each member to understand and actively contribute to his or her role in the decision-making process.

Managing conflicts of interest

We have specific policies in place to identify and manage potential conflicts of interest among staff and board members. This includes annual declarations of interest to ensure transparency, as well as disclosure protocols to flag any potential conflicts in a timely manner.

Training sessions are also offered to make all members aware of the importance of this issue. These sessions deal with common situations where conflicts of interest may arise, such as personal relationships within the club. Our aim is to maintain trust and integrity within our organization, so that all members feel safe and supported.



Data security

Establishing robust protocols to protect sensitive information is essential, particularly where member data and club finances are concerned. This includes IT security measures, such as encryption systems and restricted access to confidential information.

Data protection training is provided for staff, covering topics such as password management, phishing and other potential threats. Information management processes are in place to ensure compliance with data protection laws. We also organize regular audits to assess and improve our security practices, in order to keep pace with technological and regulatory developments.

Communication Policy

A clear communications policy provides a framework for internal and external interactions. This policy includes guidelines for managing social networks, media relations and crisis communication. We promote transparent and regular communication to keep members informed of club news, upcoming events and successes, whether through newsletters or briefings.

Proactive management of crisis communications is also built into this policy. In the event of a delicate situation, we establish protocols to respond quickly and effectively, protecting the club's reputation. This includes training in media management and how to communicate with members in times of crisis, to ensure that all club spokespeople act consistently and professionally.

2. Financial viability

Income diversification

Objective: Broaden the club's revenue base to ensure its long-term financial sustainability.

Key components:

- **Visibility on jerseys:** We offer local companies the opportunity to display their logo on our team jerseys, ensuring constant visibility at matches and events. This reinforces the club's visual identity and raises the profile of our partners.
- **On-site communication tools:** We use on-site communication media, such as billboards, banners and posts on our social networks, to promote our partners. This ensures that their message reaches a wide audience, both on site and in our online community.



- **Fundraising Events:** To support our initiatives and strengthen our commitment to the community, we organize a variety of fundraising events that bring together club members and LaSalle residents. These events aim to promote community spirit while generating resources for our club.

1. **WinterFest**

We put on WinterFest, a festive event that brings the community together around a variety of activities. The event includes games, family activities and competitions, creating a friendly and engaging atmosphere for all.

WinterFest is not only a celebration, but also a platform for raising funds for the club. Part of the revenue generated finances sports programs and equipment, ensuring that every participant contributes directly to the development of our youth and the improvement of our sports infrastructure.

2. **Draws**

We run prize draws at our events, where participants have the chance to win attractive prizes. These draws stimulate interest and encourage participants to contribute. Prizes are carefully selected to appeal to a wide audience, and include items donated by local businesses, tickets to sporting events, or unique experiences such as cooking classes or outdoor activities.

Every raffle ticket purchased contributes directly to club funds, and we promote our corporate partners to strengthen ties with our community. We organize communication campaigns by e-mail and on our social networks to inform our members and encourage them to participate in these draws.

3. **Charity pokers tournaments**

To complement these events, we are introducing charity poker tournaments. These events provide an additional opportunity to bring club and community members together in an entertaining and convivial setting. Tournament entry fees fund specific club projects, such as training programs and sports camps.

These tournaments emphasize not only the competitive aspect of poker, but also the camaraderie between participants, reinforcing the sense of belonging within our community. Attractive prizes are offered to the winners, and networking events help create lasting bonds between players.

- **Partnership and Financing Initiatives**

To strengthen our impact in the community and ensure the sustainability of our programs, we are implementing several strategic initiatives that foster fruitful collaborations and generate additional income.



Partnerships with local businesses

We firmly believe that partnerships with local businesses are essential to creating a network of mutual support. By establishing collaborations with local businesses, we aim to:

- **Event Sponsorship:** Invite local businesses to sponsor our events, such as tournaments, summer camps or WinterFest. In exchange for their financial support, we offer these partners increased visibility by integrating their logos on our posters, T-shirts and other communication media.
- **Discounts and Loyalty Programs:** Create loyalty programs that offer discounts to club members at our local partners. This encourages our members to support local businesses, while strengthening ties between the club and the community.
- **Visibility exchanges:** Set up visibility exchange agreements, where companies display banners at our events, and we feature them in our digital and physical communications. This benefits both the club and the companies by raising their local profile.

Sale of Goods

Selling merchandise is a great way to generate revenue while reinforcing our club's identity and pride. We are developing:

- **A range of derivative products:** Expand our range of derivative products, including clothing in the club's colors, accessories such as scarves and caps, and training equipment such as balls and bags. This not only raises funds, but also strengthens the sense of belonging among our members.
- **Online store and points of sale:** Enhance our online store to facilitate access to these products, while offering points of sale at club events to maximize sales.

Grants for Social Projects

To support initiatives with a significant social impact, we explore funding opportunities through government grants and private organizations. Our objectives include:

- **Inclusion of disadvantaged youth:** Develop programs that integrate youth from disadvantaged backgrounds into our soccer activities. Grants help cover registration, equipment and transportation costs.
- **Health and Wellness Promotion:** Implement initiatives focused on the physical and mental health of young people, such as nutrition education programs, wellness awareness workshops and regular physical activity.



- **Community Development Initiatives:** Explore projects that aim to empower our community, for example by organizing clean-up days, mentoring programs or cross-cultural events.

These grants enable us not only to reduce the costs of our programs, but also to provide additional resources for youth development, ensuring that every child benefits from the opportunities we offer.

VII. ACCOUNTABILITY

1. General Management Staff of the Club

Accountability at the general management level of Club Soccer LaSalle involves continuous monitoring of activities, employee performance, and the achievement of strategic and operational objectives.

a. Follow-up Meetings with Employees

- General management organizes weekly team meetings and regular individual meetings with each employee to track their task progress, discuss challenges, and strengthen alignment with the club's goals.
- These meetings allow for progress assessment, identification of training or support needs, and task adjustments based on priorities.

b. Frequency of Follow-up by Management

- A weekly or bi-weekly follow-up is generally in place to evaluate team progress. This follow-up is adapted based on the importance of ongoing projects or the club's immediate needs.
- Quarterly reviews are also conducted to assess achievements concerning medium- and long-term objectives.

c. Process for Evaluating the Club's Progress Against Set Objectives

- General management uses performance indicators (KPIs) to measure project progress: registrations, member retention, family satisfaction, growth in the number of young referees, etc.
- Reports are generated at the end of each quarter to track the club's operational and strategic objectives based on metrics defined at the beginning of the year.

d. Communication Process for Proposing Plan Revisions (Timeline, Targets, etc.)

- If there is a need to revise objectives or adjust the plan, management informs the board of directors and the team during formal meetings. These revisions are communicated with updated timelines and targets.



- A dedicated meeting with stakeholders is held to discuss the revisions, gather feedback, and finalize the necessary adjustments to the operational plan.

2. Technical Staff of the Club

The technical management at Club Soccer LaSalle is essential for ensuring the quality and efficiency of training programs, youth player development, and continuous coach training.

- **How the Technical Director Supervises Employee Work**
 - The Technical Director organizes regular follow-up meetings with coaches and technical staff to monitor progress within each program.
 - He conducts live observations of training sessions to provide immediate feedback and guide coaches in their instructional practices.
- **How Club Employees Communicate with the Technical Director and Each Other**
 - Communication tools such as WhatsApp discussion groups and the XPS planning platform are used to maintain continuous communication.
 - Team meetings are held regularly to discuss operational issues, urgent matters, and potential improvements to programs.
- **Employee Tracking and Evaluation Process by the Technical Director**
 - The Technical Director conducts quarterly evaluations of coaches to ensure program quality and propose training when necessary.
 - Evaluations include observations, feedback from parents and players, and self-assessments from coaches. This process ensures all employees remain aligned with the club's mission and standards.

3. General Management to the Board of Directors of the Club

Accountability between general management and the board of directors is essential for transparency, adherence to strategic goals, and achieving the club's expected results.

a. Attendance at Board Meetings

- General management systematically participates in monthly board meetings to provide detailed updates and answer board members' questions.

b. Frequency of Presentations to the Board

- Presentations to the board are held on a monthly basis to provide an overview of progress, challenges encountered, and the club's future needs.



- Additional presentations may be held for significant plan changes or for standing committee meetings.
- A detailed report covering all topics discussed is sent after each board meeting.

c. Types of Follow-up Reports Presented/Reviewed by the Board Members

- Meeting reports include financial updates, progress on operational objectives, membership and recruitment reports, as well as performance analysis of programs (e.g., team success, tracking youth player and referee development).
- Specific reports on ongoing events or projects may be added to give the board a complete view of the club's status.

d. Communication Process for Operational Plan Revisions (Timeline, Targets, etc.)

- If adjustments to the operational plan's timelines or targets are necessary, general management informs the board at scheduled meetings and proposes detailed modifications.
- A validation process is in place to obtain board approval before implementing any major changes, ensuring a collaborative and transparent approach to club management.

VIII. OPERATIONAL BUDGET

Budget Tracking

- **Budget Period:** November 1, 2024, to October 31, 2025
- **Approval Date:** Questions and proposals will be reviewed between August 15 and October 15, with validation expected by November 10 to ensure all stakeholders are aligned on the operational budget.
- **Budget Tracking/Review Process During the Year:**
 - o Monthly assessments of expenses and revenue to adjust the budget if needed.
 - o Regular meetings with staff to discuss budget performance and future projections.



Additional Investments: Development of the High-Performance Program and Creation of LDP, Ligue 2, and Espoir Teams

Club Expenditures and Additional Investments

The expenditures are primarily focused on the high-performance program budget to ensure the optimal development of our athletes in the **LDP teams, Ligue 2 Men's and Women's teams, and Espoir U19 Men's and U21 Women's teams.**

Additional Services

1. Physical Preparation

We are implementing a comprehensive physical preparation program aimed at optimizing player performance while minimizing injury risks. This program includes:

- **Regular Physical Assessments:**

Periodic tests will measure key indicators such as endurance, strength, flexibility, and speed. These metrics will help track individual progress and target areas for improvement.

- **Specialized Training Sessions:**

Players will participate in personalized training sessions tailored to their needs and objectives. These sessions will focus not only on technical skills but also on essential physical aspects such as explosiveness, resilience, and agility.

- **Nutritional Guidance:**

We will collaborate with nutritionists to provide tailored nutritional recommendations. A balanced diet plays a critical role in performance, recovery, and injury prevention. Personalized nutritional plans will be developed for each player.

By combining these elements, we aim to maximize player performance while ensuring their health and well-being.

2. Mental Preparation

A mental preparation program will be implemented to enhance the psychological resilience of our players. This program will include:

- **Workshops on Stress Management, Focus, and Motivation:**



These workshops will provide players with practical tools to effectively handle competitive pressures.

- **Strengthening Psychological Resilience:**

A positive and proactive mindset will enable players to face competitive challenges with confidence and determination.

This mental support is essential for excelling in a competitive environment where self-control and concentration often make the difference.

3. Integration of the Beyond Puce Program

The **Beyond Puce** program introduces advanced technologies to monitor and enhance player performance in a precise and personalized way.

- **Real-Time Performance Analysis:**

Accurate data on speed, endurance, power, and workload will be collected during training sessions and matches. This will help identify each player's strengths and weaknesses.

- **Tracking Individual Progress:**

Collected data will track player progress over time, enabling visualization of improvements and ensuring that set goals are met.

- **Establishment of Personalized Objectives:**

Players will collaborate with coaches to define specific, measurable goals. These objectives will motivate players to focus on key aspects of their development.

- **Immediate Performance Feedback:**

After each training session or match, detailed analyses will be shared with players to help them adjust their performance in real time.

By integrating this program, we aim to create an interactive training environment focused on continuous player development.



Registration Fees and Additional Costs

Registration Fees

The registration and operational fees for the new Ligue 2 and Espoir teams include:

- **Ligue 2 Men's and Women's Teams**
- **Espoir U19 Men's and U21 Women's Teams**

These fees cover:

- Training costs (coaches, fields, equipment).
- Uniforms and game equipment (balls, jerseys, training gear).
- Participation in leagues and competitions (registration fees, referees).

Anticipated Impact

These investments will elevate the level of our teams and meet the demands of high-level competitions. They will provide an environment conducive to player development, ensuring high-quality technical and mental support, as well as modern and adapted resources. Through these efforts, we aim to strengthen our competitiveness and achieve our club development ambitions.