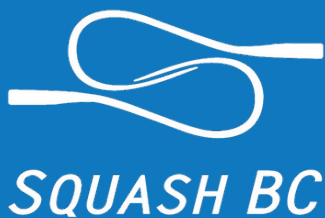


SQUASH BC 2023 ANNUAL REPORT



ANNUAL REPORT

PRESIDENT'S MESSAGE



SQUASH BC

2023 Annual Report

Dear Squash Community,

What a great 2022/23 season we just completed!

We ended the season stronger than ever with some incredible events and accomplishments:

- Historical National-Level Junior performance, resulting in 9 of 10 Gold Medals at the Canadian Junior Squash Championships, as well as 2 Silver and 2 Bronze Medals
- All 4 Gold Medals and 1 Silver Medal at the Canada Winter Games (PEI), led by Coaches Giselle Delgado and Ben Uliana.
- Incredible results at the Canadian Squash Championships winning 8 Medals (2 Gold, 4 Silver, 2 Bronze) and Canadian Doubles Squash Championships winning 4 Medals (2 Gold, 2 Silver)
- BC Championships held in Kelowna (1st time in Interior) with a first-of-its-kind “experience” focus
- An incredibly well-supported Pacific Coast Doubles event that brought a historic 50+ players from BC to Portland, Oregon, showcasing the spirit of the community across borders
- Referee Development Program launched over two provincial events and continues in the fall. 8 people in the program, supported by our new Provincial Assessor: Simon Bicknell and other mentors.
- Held inaugural Women in Squash: Leadership Conference with 28 participants and 11 females completing the Community Coaching Course.
- During a 4-year period, the Partnership Committee raised \$452k, surpassing their initial targets significantly! Funds have started being used towards grassroots programming and will continue to do so over the next few years.
- Great success with the Grassroots Programs, resulting in the highest participation rates in a season (i.e.: Roving Ambassador, Squash Starters, Post-Secondary, Women and Girls, and more)!
- Developing a revised Organizational Strategic Plan to focus on core priorities that will increase squash's presence and impact across the province
- Our Individual Membership is at its highest since 2015!



With respect to Staff, I wish to thank our Executive Director, Colin Latchford, for his leadership of the operations of the organization, his innovation to achieve a deeper impact on the bottom line and most importantly the enjoyment of programs and events, and for Colin's efforts in communication to maintain and grow engagement with our members and stakeholders. Colin, congratulations on your progress all year and your strong finish to the season!

I would also like to congratulate Josh Heuvig for moving into the Sports Development Manager role a few months ago. This role will allow him to lead with his strong skill set in our Grassroots, Events, Referee, and Coaching Development programs. Vikram Chandock, Operations & Membership Coordinator, left the organization early 2023 and with some re-evaluation of needs within the organization, Colin and I are very pleased to welcome Justyna Kusiak as our new Member Service Coordinator, starting in a few weeks. With her experience in sport and community engagement, she will make a great addition to the team. I expect she will execute well on our plans for deeper engagement with our stakeholders in our community. To round out the team are our interns and part-time staff that support the execution of our programs and events. Thank you to Jake Kwasnicki for stepping into the role so quickly and engaging with the community during the busiest part of the season. Thank you to Kiyani Dhanani and Jenna Dhanani who each supported our marketing efforts this season.

As for the Board of Directors, I am very pleased that Sam Crawford, Colin Brown, and our VP Finance Leonard Bruno, have decided to remain on the Board as incumbents for the next term. Their Board experience, engagement in the community and passion for the sport only serves our community better. I also wish to welcome new Board Members, by acclamation, Nathan Ozog and Diana

ANNUAL REPORT

PRESIDENT'S MESSAGE



SQUASH BC

2023 Annual Report

Chang, who have been involved in our squash community for the past several years. Rachel Au has decided to step off the Board and I wish to thank her for her dedication and her great service to Squash BC and its community for the past five (5) years (2018).



This will be my last report as President of Squash BC and now step into the role as Past President and continue to mentor the incoming President. My journey as President since early 2018 and as Board Director prior to that has been an incredible experience. I am so proud of this family of squash enthusiasts and advocates that I have been so fortunate to be a part of for many years. This role has allowed me to engage and most importantly, to listen more intently and weigh other's feedback, perspective, and counsel. I have witnessed the Board and Staff shift into a mindset that fosters strong collaboration and alignment to objectives and particularly to a new model of fundraising for the Growth Initiative, as executed by our Partnership Committee the past few years.

This past year, I have been more focused on succession planning for the years to come so that the trajectory of the financial health and participation levels of this organization continue to climb.

I am thrilled to welcome Bruce Matthews as the incoming President. We have worked closely together through good discussion and brainstorming sessions since he joined the Board in 2017. The team, as a whole, is stronger than ever, very aligned and collaborative, supporting the renewed Mission - Vision - Values of the organization with the view of making this sport even stronger, in numbers, sense of community, and passion!

Respectfully,

A handwritten signature in black ink that reads "Natasha Doucas".

Natasha Doucas

Outgoing Squash BC President

ANNUAL REPORT

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SQUASH BC

2023 Annual Report

SQUASH BC 2023 ANNUAL REPORT

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ANNUAL REPORT

EXECUTIVE DIRECTOR MESSAGE

Hello Squash BC Community!

First, I'd like to thank you for taking the time to read our new 2023 Annual Report. The team and I have put a lot of effort into delivering our programs, services, events, and operations this season, so we want to use this document to share some of our accomplishments with you. Without the support of our community, Squash BC would not be able to deliver on our goals to grow & support our sport, engage & service our members, and develop & protect squash's infrastructure across BC.



I'd also like to take the opportunity to thank the Squash BC team. We are truly a collaborative organization, so without the team we have, we would not be as effective. Josh Heuving, our newly promoted Sport Development Manager, works tirelessly to deliver our programs and events. His efforts behind the scenes often go without enough recognition and credit, so join me in thank and congratulating him on an incredible season. We were also supported this year by several other staff members, interns, and contractors. Thank you to Vikram Chandhok (former Operations & Membership Coordinator), Giselle Delgado (Canada Winter Games Coach), Jenna Dhanani (Marketing Coordinator), Kiyani Dhanani (Marketing Coordinator), Jake Kwasnicki (Sports Coordinator), Cade Oliver (Sports Coordinator), Ben Uliana (Canada Winter Games Coach), Richard Yendell (VSL Coordinator & Provincial Coach), and Shawn Zwierzchowski (Roving Ambassador Coordinator), as well as all program coaches.

In my role as Executive Director, I've benefitted immensely from having such a supportive Board of Directors. Natasha Doucas - who is deservedly stepping down this season after an incredible tenure as President - has been a true champion of the sport and an invaluable resource and mentor to me. Join me in thanking her for her immeasurable contributions to our organization and squash in BC at large! I also thank the rest of our Board: Leonard Bruno (VP-Finance), Rachel Au, Cathy Brown, Colin Brown, Sam Crawford, Cindy Longley, and incoming President Bruce Matthews. Another thank you goes to all the incredible volunteers that support our organization by serving on committees, working at events, and completing various projects.

One more special recognition goes to our Partnership Committee. This incredible group of volunteers worked over the past four years to raise more than \$450k for our Building the Future Fund. Having this resource to draw from to fuel and accelerate our grassroots program delivery is the game changer our community needed to build momentum and make our future vision a reality. Thank you to Allan Brown, Natasha Doucas, Eddie Gudewill, John Hungerford, Scott MacInnis, Nancy Thompson, Hugh Woolley, and all previous members for your unparalleled work and contribution.

Now, on to the report. We've had a pretty incredible season this year. In terms of metrics, we've smashed decade-long records in membership and grassroots programming participation. Our competitive calendar is also back in full swing and our juniors never cease to amaze me with results like sweeping Canada Winter Games and winning all but one of this year's National Championship Titles. Squash BC continues to refine our operations and take a leading role in our sport.

I hope you enjoy looking back on this season through our Annual Report. I'm very excited to build on this momentum and deliver an even better season next year!

Sincerely,



Colin Latchford
Executive Director, Squash BC

MEMBERSHIP

INDIVIDUAL MEMBERS



SQUASH BC

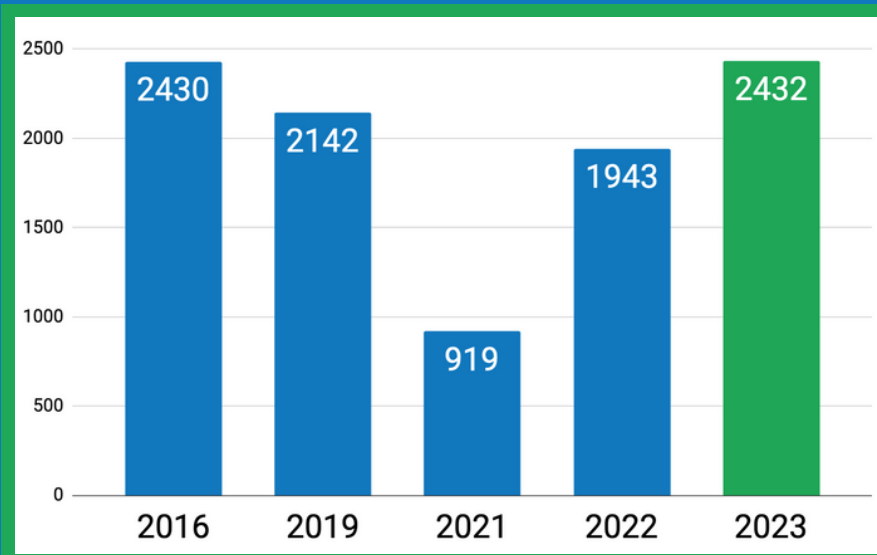
2023 Annual Report

Squash BC experienced a full individual membership recovery in the 2022-23 season. Driven by a resumption of our full competitive calendar and increased facility participation in our Bulk Membership Program, we surpassed our pre-pandemic membership level in January, and have since grown further to even reach a 10-year high (*previous high 2016, 25% increase over last season*). We are targeting continued growth next season and will work towards continuing to increase the value of our membership through enhanced service and expanded benefits.

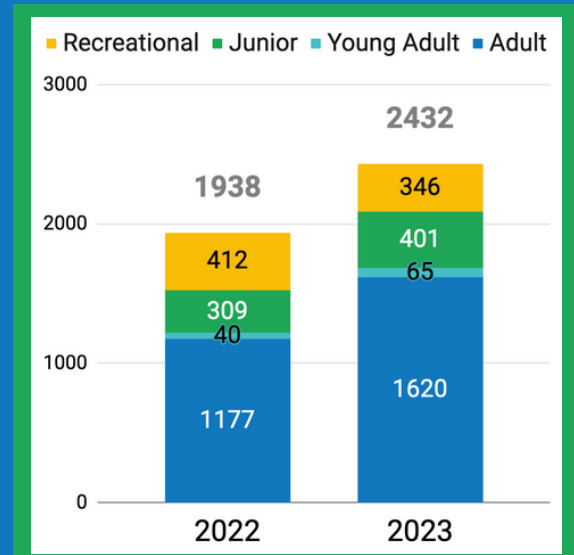
2432

Individual Members
+25% Over Last Year

Individual Membership by Year



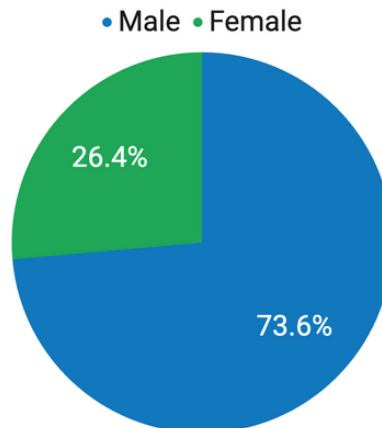
Individual Membership by Type



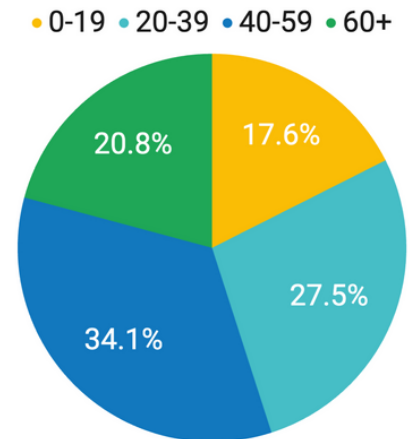
DEMOGRAPHICS

Squash BC's membership continues to be a majority in our Adult Membership Type. Squash BC will work towards increasing our smaller Young Adult and Recreational categories next season. Looking at gender, while we did gain female members over last season, we gained males at a greater rate, which reduced our Female Membership % (30% to 26%). We continue to work towards engaging female members through our Women in Squash Programs. By age, 40-59 year olds continue to be our largest bracket. We continue to put forth programming to engage younger players, like our Post-Secondary Program.

2023 Membership By Gender



2023 Membership By Age



MEMBERSHIP

FACILITY MEMBERS



SQUASH BC

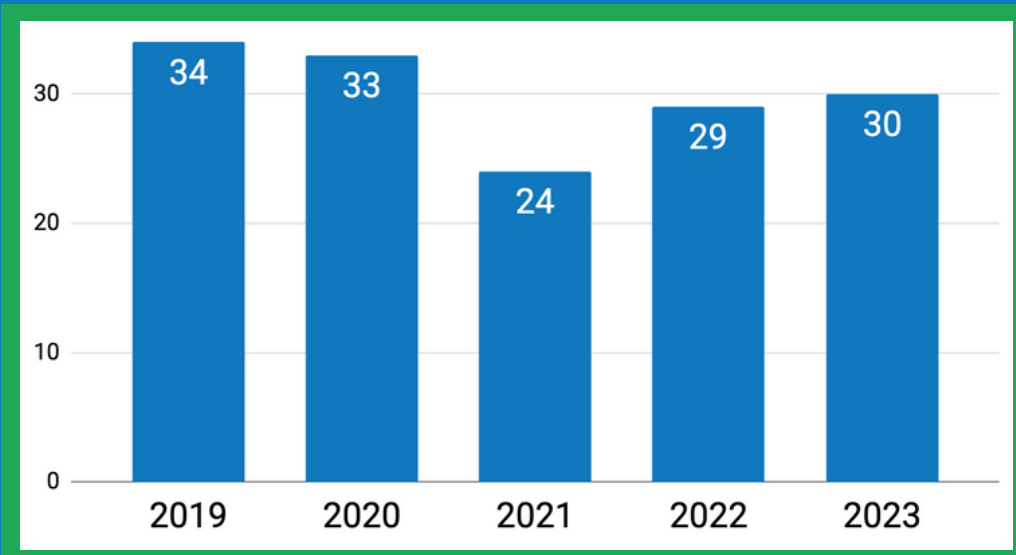
2023 Annual Report

Squash BC continues to work towards reaching our pre-pandemic facility member levels. This is a challenging number to hit, as several former members did not reopen post-COVID. However, we are excited to share that several facilities have joined for the first time either this or last season (Mackenzie Recreation, Bolt Fitness, Fitness Unlimited Langley). We continue to refine our facility member benefits and service efforts to provide the best possible support and demonstrate the value of joining Squash BC.

30

Facility Members
+3% Over Last Year

Facility Membership by Year



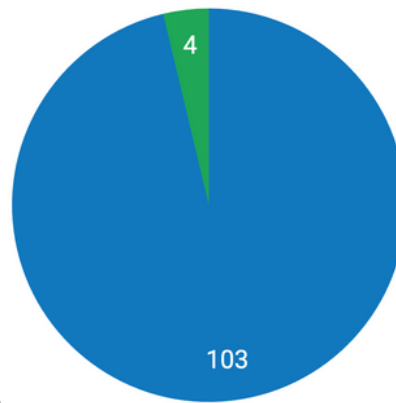
Squash BC provides expanded service and communication efforts to our facility members, through our **Facility Newsletter**. This additional regular communication gives more targeted updates for facilities and club professionals. As well, our **Roving Ambassador Program** provided expanded service to facility members in rural communities this season, while also supporting smaller facilities that are building up their operations and may one day join Squash BC.

LOOKING FORWARD

Squash BC continues to be focused on our Court Advocacy efforts. We are in consistent communication with several new squash facilities, including the Greater Vancouver Sports Club and the new facility set to build in Chilliwack. We are also excited to see proposed or confirmed facility expansions in several communities across BC. While these new facilities are of course exciting, we are committed to continuing to provide service and support for our active members. With our new Member Service Coordinator starting soon, we look forward to providing enhanced programming and resources focused on facility sustainability and best practices.

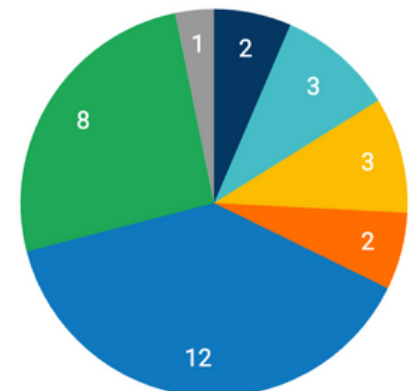
2023 Member Courts

• Singles • Doubles



2023 Facilities by Zone

• Kootenays • Thompson Okanagan
• Fraser Valley • Fraser River • Vancouver Coastal
• Vancouver Island Central Coast • Northwest



PARTICIPATION

GRASSROOTS & COMMUNITY PROGRAMMING

With restrictions lifted and our programming lineup well-tested after a pilot season last year, Squash BC's **Grassroots & Community Programming** saw its highest season of participation in history this year. We more than doubled what we were able to offer last year and introduced many new players to the sport. Our Grassroots Programs are the key driver of our **Growth Initiative**, which is generously funded by the donors of our **Building the Future Fund**. Without that support, we would not be able to deliver on our goals to grow and revitalize squash across BC.

1799

Grassroots Participants
+126% Over Last Year

WHAT ARE OUR GRASSROOTS PROGRAMS?

Roving Ambassador: This program utilizes our network of Roving Ambassadors (experienced community coaches) to bring quality instruction, program development, and mentorship to smaller squash communities that may not have their own coach.

Squash Starters: Squash Starters Programs and Events are introductory junior programs that we partner with facilities across BC to deliver. Squash Starters delivery partners receive support from Squash BC, including funding, program and participant equipment, and resource guides.

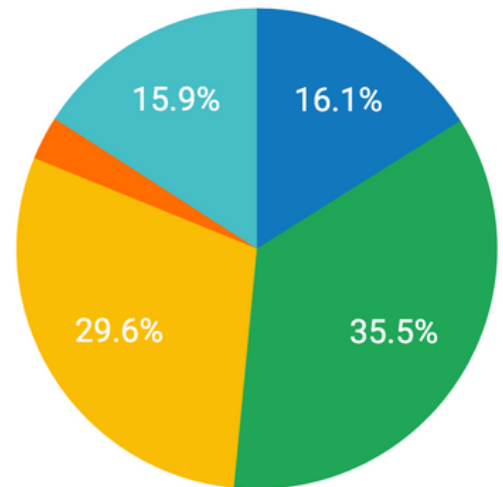
Junior Pathway: Our Junior Pathway Program is the next stage in our junior development efforts. Participants get access to more structured competitions and programs that support their journey to participate in squash for life.

Post-Secondary Program: This program introduces Post-Secondary Students to squash in week-to-week programs led by experienced coaches. It is proudly sponsored by the BC Jesters, who we are excited to share have moved into a title sponsorship role in the upcoming season!

Women in Squash: Our Women in Squash program strives to introduce more women and girls to squash. Through key events like Women's Squash Week and our Women in Squash: Leadership Conference we are seeing the results with more female members and participants!

Participation by Program

- Roving Ambassador
- Squash Starters
- Junior Pathway
- Post-Secondary Program
- Women in Squash



PARTICIPATION

GRASSROOTS & COMMUNITY PROGRAMMING

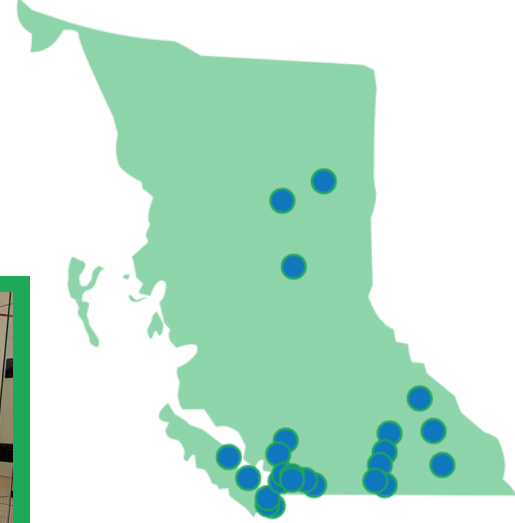


SQUASH BC

2023 Annual Report

Squash BC's season kicked off with a busy fall of grassroots programming. We saw [256 Participants in Women's Squash Week](#) and deployed our Roving Ambassadors on tours in the [Northeast and Okanagan Regions](#). In the winter, our Post-Secondary Program saw [record participation at UBCO](#). As well, our Squash Starters and Junior Pathway Programs had steady participation throughout the year, introducing many children to squash.

Program Coverage Map



PROGRAM IMPACT

We were thrilled to be visited by one of Squash BC's Roving Ambassadors, who ran a squash event at our club. The local players loved learning from an expert like Rebecca. This event was the most excitement and buzz the squash court has had in years!

- Tara

Nakusp Recreation Programmer

The school classes had such a great experience that they are now coming here four days a week during their gym period to continue playing squash.

- Emily

Mackenzie Facility Leader



LOOKING FORWARD

Squash BC has even more Grassroots Programming in store for the season ahead. As we continue to work towards our Growth Initiative goals, we will be launching exciting new programs like **Squash in Schools** and **Community Champions**. We will also continue building on the momentum of our active programs. We are so grateful to our incredible Building the Future Fund and 2020 Fund donors that support these key initiatives. If you would like to contribute to the revitalization of squash in BC through our programming efforts, you can learn more at squashbc.com/donate.

COMPETITIONS

TOURNAMENT CALENDAR



SQUASH BC

2023 Annual Report

Squash BC's competitive calendar returned to full pre-pandemic activity levels this season, resulting in nearly 2,700 participants competing in tournaments this year. As shown in the graphs below, while we have exceeded our 2018-19 number of sanctioned events, our participation levels are still slightly down. Part of this is due to the delivery of smaller, more targeted tournaments. Also, some hosts may still be experiencing hesitancy from participants and/or internal capacity restrictions.

2696

Tournament Participants

+80% Over Last Year

HIGHLIGHT: PROVINCIAL CHAMPIONSHIPS

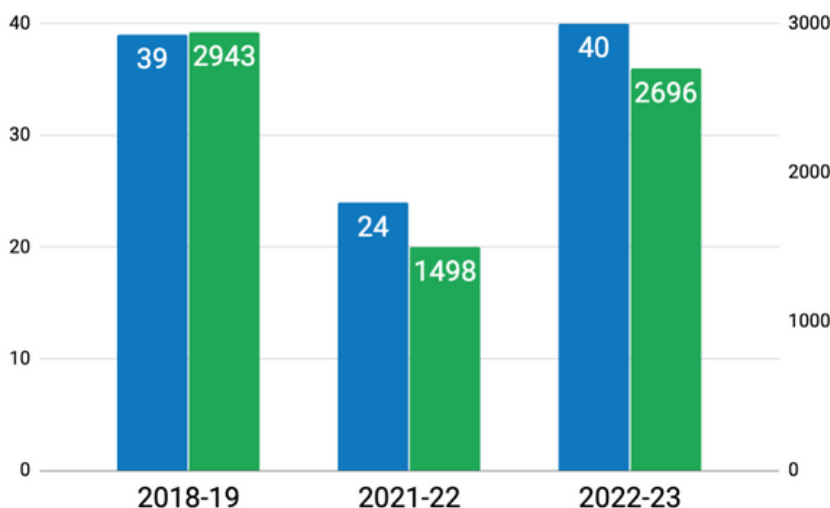
For the first time this season, Squash BC took over the delivery of the **BC Junior Squash Championships** and the **BC Squash Championships**. This operational shift allowed Squash BC to optimize and standardize the experience for participants and use the events to support key initiatives like our **Referee Development Program**.

The Junior Championships saw record-setting participation, while the BC Championships brought top competition to Kelowna and offered expanded social activities to make it an unforgettable weekend. Our Post-Event Survey indicated this was one of the best events participants had seen in our community!



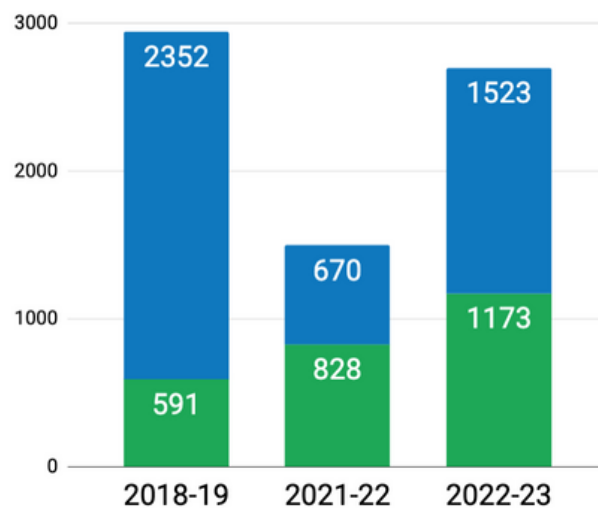
Events Hosted & Tournament Participants

■ Events ■ Participants



Participation by Event Type

■ Adult Participants ■ Junior Participants



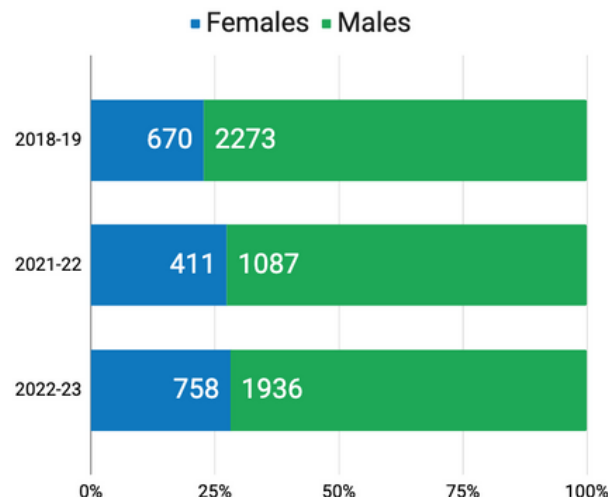
COMPETITIONS

TOURNAMENTS & LEAGUES

As shown in the **Participation by Event Type** graph on the previous page (bottom right), Squash BC's Adult Tournament Participation is still down from our pre-pandemic season (2018-19). We sanctioned more adult events in that season (28 to 24), which is the primary contributor to the decrease. In contrast, our Junior Tournament Participation this season has nearly doubled that of 2018-19. This was achieved through the expansion of our Gold Series and the launch last year of our Junior Silver Series. Junior events across the board also saw increased participation, averaging 73/event (up from 54/event pre-pandemic).

The **Participation by Gender** chart (right) shows male and female participation percentages and values for each season. Both our total female participants (758) and our percentage of female participants (28%) are higher than pre-pandemic levels. This is a testament to our efforts to promote Women in Squash.

Participation by Gender

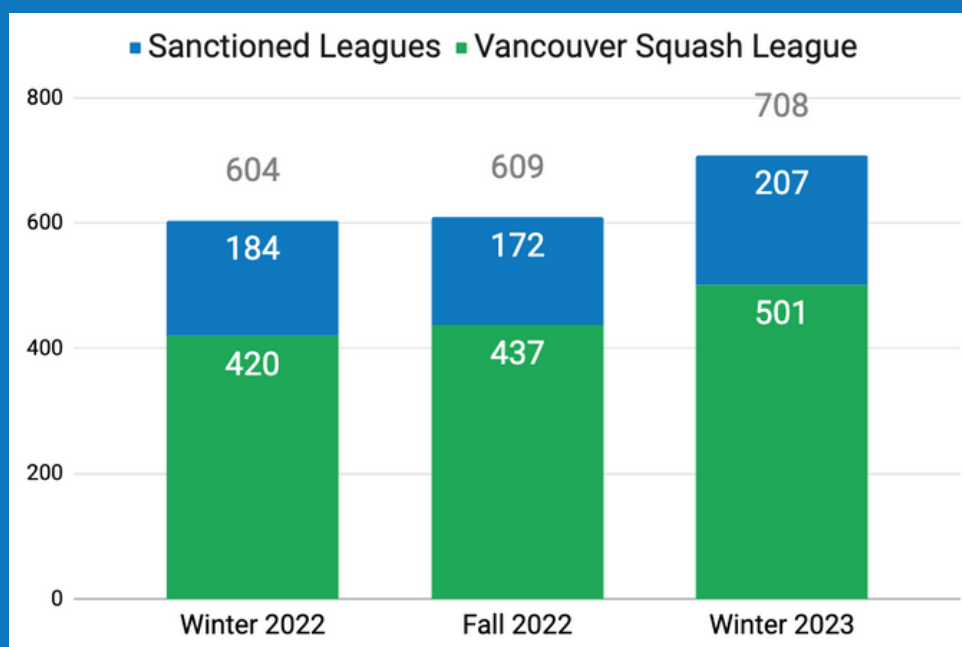


LEAGUES

Squash BC continued its operation of the **Vancouver Squash League (VSL)** this year with great success. During the fall VSL session, we put forth a participant survey to gather feedback about several key operational decision points for the league (check out the [VSL Survey Results](#)). In the winter session, we moved forward with the preferred updates from the survey, including a shift to team-based registration. The results of these changes were positive, as shown by the increased registration in the winter session.

Also shown in the chart are our registrations from sanctioned leagues. The **Vancouver Doubles League** and **Vancouver Ladies Doubles League** had very strong seasons (more details in our Doubles Committee Update on the next page). As well this season, **Bolt Fitness** put forth a sanctioned league for the first time.

League Registrations by Season



COMMITTEES

DOUBLES COMMITTEE REPORT

Squash BC thanks our Doubles Committee for their incredible work this season. This group provides guidance to Squash BC on the operations of our Doubles Tournament Calendar, Doubles League Sanctioning, and Doubles Referee Program. Many members of the Doubles Committee are also those responsible for looking after the delivery of these programs as well.

Doubles Committee Members for the 2022-23 Season were as follows: Jillian Anderson (Co-Chair), Brian Covernton (Co-Chair), Lynn Broman, Cathy Brown, Ruth Castellino, Cathy Covernton, Greg Desaulniers, Patrick Frost, Snehal Lakhani, Laura Ramsay, and Gary Wong.

The Doubles Committee Co-Chairs put together the following list of Accomplishments from this season and Goals for next season for the Doubles Committee:

Accomplishments - 2022-23 Season

- Ran two successful Metro Vancouver doubles leagues (VDL & VLDL) which had more than 160 players participate. Additionally, VDL ran with a new format this year intended to facilitate community building.
- Delivered one rules clinic and one refresher clinic for provincially certified officials. Facilitated the certification of one new National Referee.
- Supported 8 tournaments through outreach, committee member organizers, and the committee's seeding committee. The annual Jesters' tournament (held in February) raised over \$7000 for Squash BC's Building the Future Fund.
- Compiled and submitted a Doubles Tournament Guideline document to Squash BC.
- Supported website content curation & upgrades. Including the recording, compilation, and publishing of match videos.
- Spearheaded coordinated communication and scheduling between other doubles squash groups in Western Canada and along the USA's Pacific Coast.

Goals - 2023-24 Season

- To continue to support the VDL and VLDL over the coming season. This will include a review of current league formats to explore opportunities to meet the rising demand for league participation.
- To continue to support tournaments over the coming season. This will include exploration of novel tournament formats to increase engagement with a wider range of doubles squash players.
- To offer two strategically timed rules clinics (ahead of league & ahead of BC Championships), including at least one rules clinic on the North Shore. Additionally, we will offer a certification clinic and continue to support provincial- and national-level certification.



COMMITTEES

PARTNERSHIP COMMITTEE REPORT

The Squash BC Partnership Committee was established in late 2018 with the mandate of developing the vision for the Growth Initiative and generating the funding that would be critical to getting the Initiative's programs off the ground. Over the last 4 years, the Committee has worked hard and accomplished much, leaving Squash BC with a solid Growth Initiative plan and a healthy financial position. Key accomplishments of the current Partnership Committee include:

- Developed the strategy for raising sufficient funds to support Squash BC's 5 Year Strategic Plan (2018-2023)
- By early 2022, raised over \$342,000 through the KickStart campaign (goal was \$330,000), enabling the development and implementation of new programs to grow the game
- Developed and initiated the next Rev-Gen phase, raising commitments of over \$110,000 (goal \$60,000) in the first year (2022/2023)
- Worked with Squash BC to oversee the effective implementation of Growth Initiative programs
- Established expectations for future fundraising strategies and assisted in the development of a terms of reference and scope of work for a new committee

The founding Committee members include: **Allan Brown (Chair)**, **Eddie Gudewill**, **John Hungerford**, **Nancy Thompson (Co-Chair)**, and **Hugh Woolley**. Other members involved at various times included: **Rashid Aziz**, **Natasha Doucas**, **Andrew Maxwell**, and **Scott MacInnis**.

Squash BC extends its gratitude to these volunteers whose passion for our game and commitment to its growth is inspiring. And very special thanks to Allan Brown for his strong leadership.

What's Next:

The Partnership Committee's mandate has been very successfully completed and the current Partnership Committee is deservedly stepping down. A few members of the current Committee have generously offered to stay on as part of a new committee Squash BC is set to launch this fall to continue work on fundraising and our Growth Initiative goals.

But this is just the beginning. The current Rev-Gen Phase of the Growth Initiative, aims to generate around \$200,000 annually (comprised of multiple revenue sources) for grassroots development, providing increased facility support, promoting squash more actively, and expanding access to the game. So the successful execution of the Kickstart Phase was just the beginning. More work and continuing support from the squash community will be needed to sustain the Growth Initiative well into the future.

Nancy Thompson
Chair, Partnership Committee



COACHING & OFFICIATING

DEVELOPMENT PROGRAMS



SQUASH BC

2023 Annual Report

Squash BC's Coaching and Officiating Development Programs are key initiatives that identify, train, and support Coaches and Referees - two essential groups to the delivery and growth of our sport. This season we launched exciting new program elements, like our **Referee Development Program** and the **Squash Canada Community Coaching Course**. These were key factors in more than doubling the amount of coaches and officials we trained this season. We owe significant gratitude to our incredible program facilitators and mentors - these initiatives would not be possible without them!

160

Coaches & Officials Trained
+108% Over Last Year

COACHING DEVELOPMENT

This season, our coaching development program was held back by the administrative delays associated with the CAC approval of the new **Squash Canada Community Coaching Course**. Once those roadblocks had cleared, we hit the ground running with a female-only course that saw 11 new coaches trained, as part of our **Women in Squash: Leadership Conference** (which had 28 participants overall). Identifying and developing more female role models is a key strategy in our efforts to address the gender imbalance in our sport. We also delivered one **Coaching Foundations Course** and several NCCP multi-sport modules.

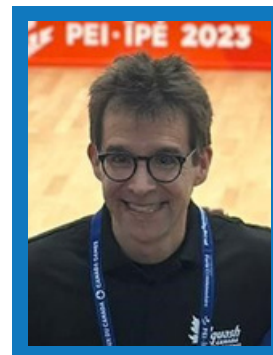


REFEREE DEVELOPMENT

On the officiating side, the highlight of our season was undoubtedly the launch of our **Referee Development Program**. This initiative saw 8 new officials trained, mentored, and assessed by experienced officials like **Simon Bicknell**, **Lee Russell**, and Squash Canada's Officiating Committee Chair **Curtis Gillespie**. This program was structured alongside our two Provincial Championship events this spring, allowing the new officials to work together and begin building a community. Our **Doubles Officiating Program** also had great success, with two training events held for a total of 29 participants.

FACILITATOR DEVELOPMENT

We want to give special recognition to two of our sport's new leaders. **Simon Bicknell** achieved both his Provincial Referee Certification and Provincial Assessor Status. His involvement in our Referee Development Program going forward will be paramount to its success. On the coaching side, **Giselle Delgado** completed her Learning Facilitator and Coach Evaluator certification, allowing her to lead BC's first-ever female-facilitated coaching course.



EXCELLENCE

NATIONAL & INTERNATIONAL RESULTS

This season, BC athletes proved they are a force to be reckoned with by earning an incredible 18 National Championship Titles across the Canada Winter Games, Junior, Senior & Doubles Nationals, and the Canadian Junior Open. In total, our athletes earned 36 podium placements, further cementing our performance on the national scale. Internationally, BC athletes represented Canada on many teams and competed in major events like the US Junior Open. Check out some of the highlights from the 2022-23 High Performance Season.

18 
National Champions
From BC this Season

BC SWEEPS CANADA WINTER GAMES

For the first time since squash expanded to four events in the **Canada Winter Games**, a single province won all four gold medals: BC! Our incredible team was determined through our newly developed **Canada Winter Games Selection Policy**, and they were supported through our Training Program - led by CWG Coaches **Giselle Delgado & Ben Uliana**. Congratulations to our medalists: **Boys Individual Gold**: Jacob Lin, **Girls Individual Gold**: Ocean Ma, **Girls Individual Silver**: Spring Ma, **Girls Team Gold**: Hermione Cao, Ocean Ma, Spring Ma, Maria Min, **Boys Team Gold**: Roman Bicknell, Jacob Lin, Harrison Yang, Weihan Wang.



BC JUNIORS DOMINATE NATIONALS

After their unparalleled performance at Canada Winter Games, our juniors backed it up at the **Canadian Junior Squash Championships**, winning an unbelievable **9 of 10 National Titles**. Congratulations to our National Champions: Ocean Ma (Girls U19), Jacob Lin (Boys U19), Spring Ma (Girls U17), Joelle Kim (Girls U15), Yusuf Matti-Alvarez (Boys U15), Veera Dhaliwal (Girls U13), Joseph Suh (Boys U13), Mabelle Sy (Girls U11), and Marcelo Toriz (Boys U11), as well as all our athletes that competed and represented BC.

MORE NATIONAL CHAMPIONS & INTERNATIONAL TEAMS

We also congratulate the following athletes for winning National Championship Titles this season: **Canadian Squash Championships**: Matt Bicknell (Men's U23), Gerry Poulton (Men's 80+); **Canadian Junior Open**: Gladys Ho (Girls U15); **Canadian Doubles Championships**: Paul Zander (Men's 55+), and Cathy Brown (Women's 60+).

On the International side, the following athletes represented Canada on international teams: **2023 Pan-Am Squash Championship**: Nicole Bunyan; **WSF Women's Team Championships 2022**: Nicole Bunyan; **WSF Junior Squash Championships 2022**: Alex Brown, Ocean Ma, Spring Ma, Maria Min, Jacob Lin; **2022 Commonwealth Games**: Nicole Bunyan; **2022 Pan-Am Junior Championships**: Rio Schafer, Weihan Wang, Christian Yuen. We congratulate them all, as well as all BC players that competed at the Battle of the Border, US Junior Open, and other international events.

MARKETING

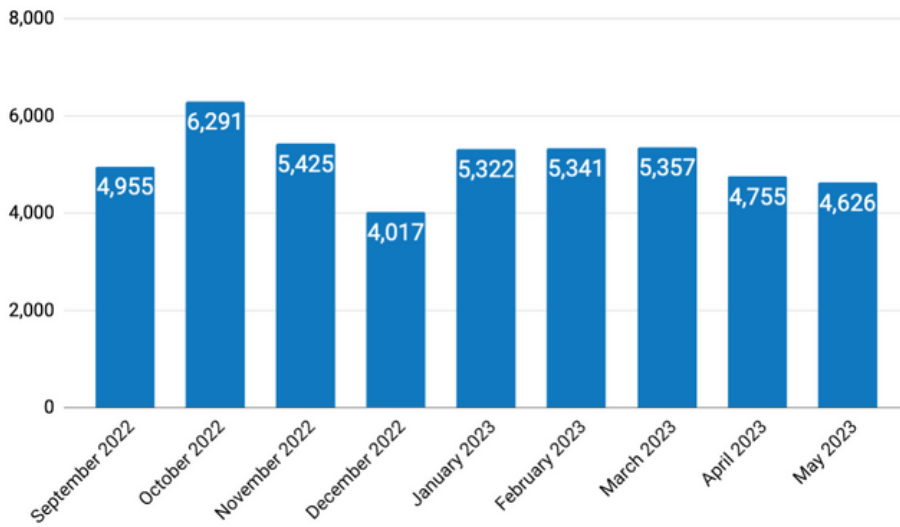
WEBSITE PERFORMANCE

Squash BC's marketing efforts were again focused on our digital channels this season. Our **Digital Audience**, which includes our Email Newsletter Subscribers and Social Media Followers across Instagram, Facebook, Twitter & LinkedIn, grew 5% this year and is now over 6,500. This is a valuable asset for our program promotion and sponsorship acquisition. Squash BC's largest marketing project this year was the design and launch of our new website (SquashBC.com). Our new site is more attractive, functional, and easier to navigate, allowing our audience to better interact with our content.

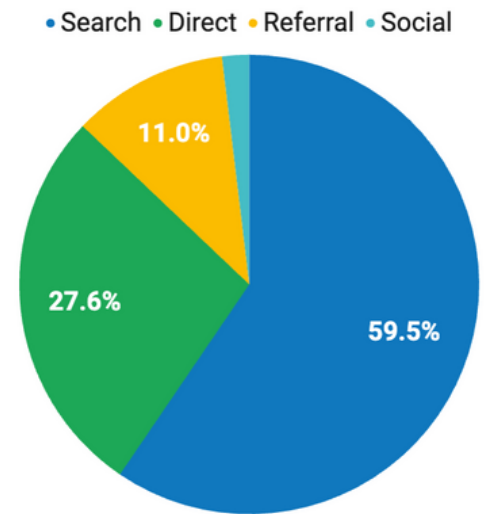
6591

Squash BC Digital Audience
+5% Over Last Year

Monthly Website Pageviews



Website Traffic by Source



Top Webpages by Views

Page Title	Views (Sep 2022-May 2023)
Home Page	13,735
Calendar	4,992
Court Finder	2,831
Vancouver Squash League	2,229
Tournaments	2,132
Play Squash	1,214
Rankings	1,176
Understanding Player Ratings	1,106
Membership	1,023
Junior Pathway	545

Top Article Content by Views

Article	Views (Sep 2022-May 2023)
Understanding Club Locker Ratings	541
Vancouver Squash League - Survey Results	398
BC Athletes Dominate 2023 Canadian Junior Closed Championships	348
Faces of Women in Squash: Spring & Ocean Ma	306
2022 Canadian Junior Squash Championships Recap	301
2022 BC Junior Open Recap	228
An Unforgettable Weekend in Kelowna: 2023 BC Squash Championships Recap	196
Team BC Sweeps Gold Medals at 2023 Canada Winter Games	191
2023 BC Squash Championships - Register Now	173
2022 Canadian Squash Championships Recap	154

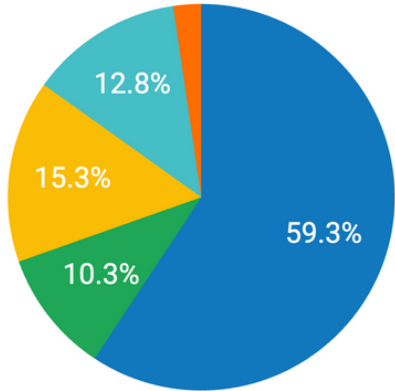
Squash BC's web traffic continues to be largely driven by search and direct sources. Our referral traffic from sources like our email newsletter campaigns did grow throughout the season. Top content on the site is primarily [competitions-related](#). Several newly-launched pages, like our [Play Squash](#) landing page, [Club Locker Ratings Explainer](#), and new [Court Finder](#) are also performing well.

MARKETING

EMAIL NEWSLETTER & SOCIAL MEDIA

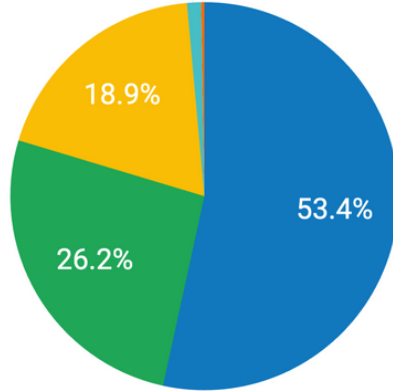
Audience Breakdown

- Email
- Instagram
- Facebook
- Twitter
- LinkedIn



Engagement Breakdown

- Email
- Instagram
- Facebook
- Twitter
- LinkedIn



Squash BC's email newsletter and social media audience and engagement are broken down in the charts left. Instagram - the channel that Squash BC saw its largest audience increase throughout the season (+19%) - punches above its weight, in terms of engagement. This is a testament to our content resonating with the younger age demographics that use that platform.

Connect with [@SquashBC](#):



CONTENT HIGHLIGHTS



Click the graphics above to read the associated articles

FINANCE

FISCAL YEAR PERFORMANCE



SQUASH BC

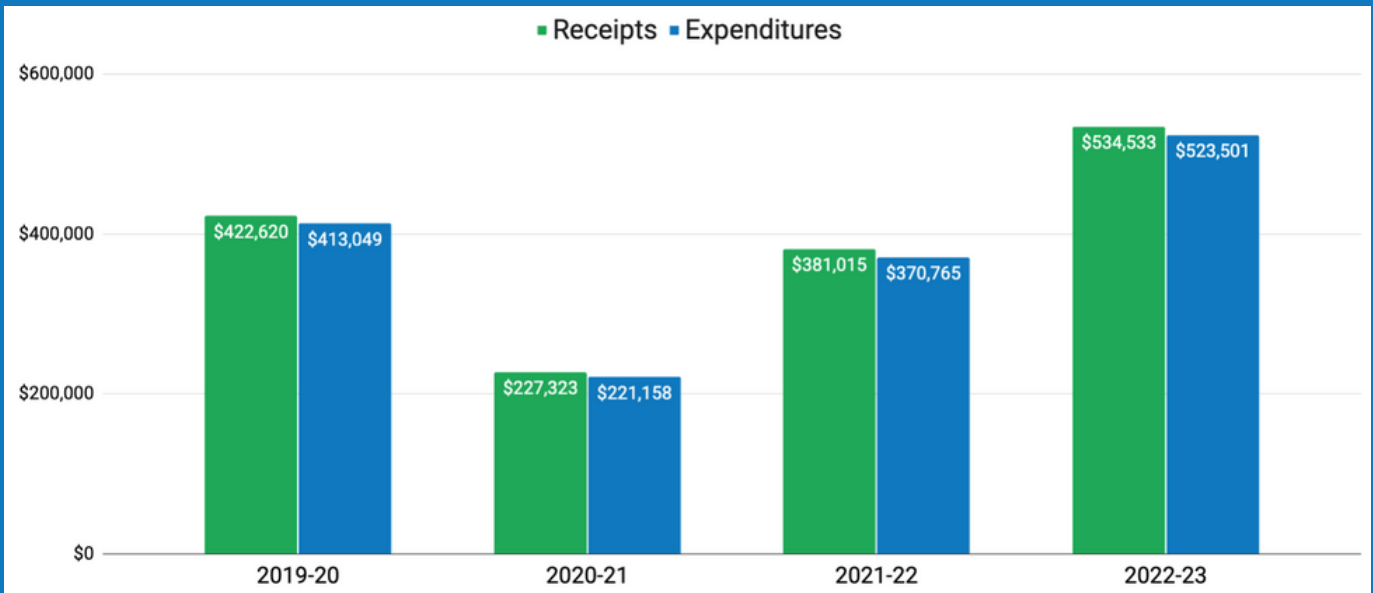
2023 Annual Report

Squash BC's 2022-23 Fiscal Year represented a full return to post-pandemic operations and significant growth over even our pre-pandemic levels. With a larger team, Squash BC is able to deploy our programs & services in a more effective way. As well, we continue to operate with efficiency and financial sustainability in mind at all times, evidenced by our consistent excess of receipts over expenditures each fiscal year, as shown below. Navigating this while also growing 40% over our previous season is a testament to our organization's operational expertise. More information is available in our attached Financial Statements.

40%

**Organizational Growth
Over Last Year**

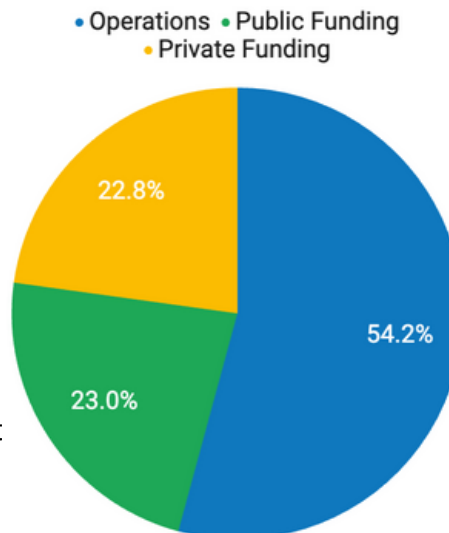
Squash BC Receipts & Expenditures by Fiscal Year



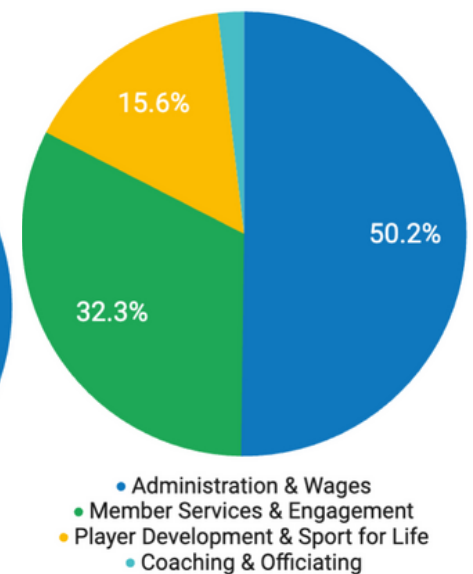
RECEIPTS & EXPENDITURES

Squash BC's receipts are acquired primarily through our operations. This includes revenues from Membership, Competitions, and Programs. Our Public Funding (Government Grants) and Private Funding (Donations, Sponsorships & Other Grants) allow us to deploy our programs faster and reach more of our target audience. Our expenditures have a similar breakdown to previous years, with our Administrative costs accounting for the largest portion. It is important to note that a large portion of our wage costs go directly to staff that design and deliver programs, member services and events.

Receipts Breakdown



Expenditures Breakdown



FINANCE

VP-FINANCE REPORT

For the period April 1, 2022 to March 31, 2023

Leonard Bruno - V.P. of Finance, Member of Board of Directors

The financial statements of the B.C. Squash Racquets Association (Association) for the fiscal year April 1, 2022 to March 31, 2023, have been reviewed by Hay & Watson, Chartered Professional Accountants. These statements include the statement of financial position as at March 31, 2023, the statements of operations, changes in net assets and cash flows for the year then ended.



Based on their review, Hay & Watson provided a qualified conclusion regarding the financial statements prepared by management (refer to the INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT that forms part of the attached financial statements) due to scope limitations involving fundraising activities. A significant percentage (>90%) of not-for-profit organizations receive a qualified report due to the challenges of conducting adequate verification procedures to determine how an organization controls, verifies and maintains certain donations collected and spent. An unqualified report is the best possible outcome of a review because it indicates that the financial statements are fairly transparent in all material respects. If it were not for the basis mentioned above for a qualified conclusion, we would have an unqualified conclusion.

Receipts for the year increased to \$534,533 compared to \$381,015 in the prior year. We have now surpassed the pre-Covid-19 2020 receipts amount of \$422,620. Expenditures also increased to \$523,501 compared to \$370,765 in the preceding year (\$413,049 – 2020). An excess of receipts over expenditures was achieved in the amount of \$11,032, compared to \$10,250 from the prior year. Accordingly, the Association's net assets increased to \$84,847 compared to \$73,815 in the prior year.

Net assets represent the cost amount of the Association's assets of \$151,982 (\$161,539 – 2022) minus its liabilities of \$67,135 (\$87,724 – 2022). The net asset amount comprises an Operating reserve and Unrestricted net assets. The Board created the Operating reserve intending to build a minimum \$50,000 reserve amount by setting aside a portion of any excess of receipts over expenditures. The Operating reserve will maintain financial sustainability and be a possible source for acquiring high-cost capital assets. The amount of cash held by the Association on March 31, 2023, was \$106,648, down from \$132,985 at the beginning of the fiscal year. The decrease is due mainly to a reduction in our liabilities.

The Association completed numerous changes and upgrades by collaborating with stakeholders to grow programs, tournaments, and leagues during the fiscal year, as described by our President and Executive Director. Our management team, the Executive, and the Board of Directors successfully managed many challenges and made many difficult decisions to maintain long-term viability and financial sustainability. With the generous support of public funding agencies, private donors, members, and volunteers, and after adjusting our priorities in a balanced manner, we finished the current fiscal year in a solid position to help grow our beloved sport. Our current situation is also due to the skill and dedication of the Association's staff and volunteers, all of whom worked collaboratively and diligently to ensure operational results met the Board's expectations. On behalf of the Board of Directors, I thank everyone who contributed to another successful year of operations.

Information in this report agrees with the reviewed financial statements. Additional copies of the statements are available by contacting B.C. Squash Racquets Association's administrative office.

Leonard Bruno CPA, CGA
V.P. of Finance

ORGANIZATION

SQUASH BC TEAM



SQUASH BC

2023 Annual Report

SQUASH BC STAFF



Colin Latchford
Executive Director



Josh Heuving
Sport Development Manager

Interns & Part-Time Staff:

Jenna Dhanani (Marketing),
Kiyana Dhanani (Marketing), Cade
Oliver (Sport), Jake Kwasnicki
(Sport)

Program Contractors & Roving Ambassadors:

Giselle Delgado (CWG), Ben
Uliana (CWG), Rebecca
Vassilakakis (RA), Colin Whitney
(RA), Richard Yendell (VSL & HP),
Shawn Zwierzchowski (RAC)

BOARD OF DIRECTORS 2022-23



Natasha Doucas
President



Leonard Bruno
VP-Finance



Rachel Au
Director-at-Large



Cathy Brown
Director-at-Large



Colin Brown
Director-at-Large



Sam Crawford
Director-at-Large



Cindy Longley
Director-at-Large



Bruce Matthews
Director-at-Large

ANNUAL REPORT

APPENDICES



SQUASH BC

2023 Annual Report

Appendix A: Squash BC Fiscal Year 2022-23 Financial Statements - Can be downloaded on our [AGM Page](#)

B.C. SQUASH RACQUETS ASSOCIATION

Financial Statements
Year ended March 31, 2023

DRAFT

B.C. SQUASH RACQUETS ASSOCIATION

Statement of Financial Position As at March 31, 2023

	2023	2022
ASSETS		
Current assets		
Cash and cash equivalents	\$ 106,648	\$ 132,985
Cash – restricted Gaming Branch funds (Note 3)	26,450	12,129
Accounts receivable	9,459	9,078
Goods and services tax receivable	914	-
Prepaid expenses and deposits	8,511	7,347
	\$ 151,982	\$ 161,539
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	\$ 10,111	\$ 18,290
Goods and services tax payable	-	890
Deferred contributions (Note 5)	45,380	46,404
Unearned fees (Note 6)	11,644	22,140
	67,135	87,724
NET ASSETS		
Operating reserve	28,500	23,500
Unrestricted net assets	56,347	50,315
	84,847	73,815
	\$ 151,982	\$ 161,539

The accompanying notes are an integral part of these financial statements.

APPROVED BY THE BOARD OF DIRECTORS

_____ Director

_____ Director

B.C. SQUASH RACQUETS ASSOCIATION

Statement of Operations Year Ended March 31, 2023

	2023	2022
Receipts		
ViaSport funding	\$ 84,145	\$ 97,125
Community gaming grant	38,579	20,986
BC Amateur Sport Fund contributions	102,580	45,586
Membership fees	80,452	61,689
Competition and league fees	194,113	67,755
Sanctioning fees	6,807	2,822
Coaching and officiating programs	6,653	12,340
Junior events	1,147	10,306
Canada emergency wage subsidy (Note 7)	-	43,057
Partnership fees and other receipts	20,057	19,349
	534,533	381,015
Expenditures		
Administration		
Affiliation fees	13,161	5,680
Bank charges, service fees and interest	338	370
Insurance	11,424	8,955
Office expenses	11,692	15,063
Professional fees	3,772	5,259
Wages and benefits (Note 8)	220,423	197,360
	260,810	232,687
Member services - competitions	149,619	60,041
Member services - administration	21,906	4,692
Player development	81,271	62,176
Coaching and officiating	9,895	10,992
Recognition	-	177
	523,501	370,765
EXCESS OF RECEIPTS OVER EXPENDITURES	\$ 11,032	\$ 10,250

The accompanying notes are an integral part of these financial statements

B.C. SQUASH RACQUETS ASSOCIATION

Statement of Changes in Net Assets
Year Ended March 31, 2023

	2023		2022	
	Operating reserve	Unrestricted net assets	Total net assets	Total net assets
BALANCE, beginning of year	\$ 23,500	\$ 50,315	\$ 73,815	\$ 63,565
Excess of receipts over expenditures	-	11,032	11,032	10,250
Transfer to operating reserve	5,000	(5,000)	-	-
BALANCE, end of year	\$ 28,500	\$ 56,347	\$ 84,847	\$ 73,815

The accompanying notes are an integral part of these financial statements

B.C. SQUASH RACQUETS ASSOCIATION

Statement of Cash Flows Year Ended March 31, 2023

	2023	2022
Cash flows from (used for) operating activities		
Excess of receipts over expenditures	\$ 11,032	\$ 10,250
Changes in working capital		
Accounts receivable	(1,295)	9,119
Prepaid expenses	(1,164)	(421)
Accounts payable and accrued liabilities	(9,069)	(8,448)
Deferred contributions	(1,024)	(27,714)
Unearned fees	(10,496)	22,140
INCREASE (DECREASE) IN CASH	(12,016)	4,926
CASH AND CASH EQUIVALENTS, Beginning of Year	145,114	140,188
CASH AND CASH EQUIVALENTS, End of Year	\$ 133,098	\$ 145,114
Composition of cash and cash equivalents		
Cash	\$ 104,148	\$ 130,485
Cashable term deposits	2,500	2,500
Cash – restricted Gaming Branch funds (Note 3)	26,450	12,129
	\$ 133,098	\$ 145,114

The accompanying notes are an integral part of these financial statements

B.C. SQUASH RACQUETS ASSOCIATION

Notes to Financial Statements
March 31, 2023

1. OPERATIONS

The B.C. Squash Racquets Association (the "Association") is a not-for-profit organization incorporated under the Societies Act, British Columbia, to provide leadership and direction for the growth and development of the sport of squash in British Columbia. The Association functions under the name "Squash BC".

The Association receives funding from the Government of British Columbia and associated provincial agencies and may not be able to maintain its current level of operations should this funding be significantly reduced or ended.

On March 11, 2020, the World Health Organization declared the novel coronavirus disease outbreak a pandemic (the "Pandemic") and on March 18, 2020, the Government of British Columbia declared a state of emergency to support the Pandemic response. The Pandemic has had far-reaching effects on the global economy and social norms and, as a result of social distancing restrictions mandated by the Government of British Columbia, the Association had to postpone or cancel many scheduled events, programs and competitions during the first half of the fiscal year ended March 31, 2022. In response to these conditions, the Association also provided discounts on membership fees to its members during the previous fiscal year ended March 31, 2022. While many public health restrictions related to the Pandemic have now been lifted or eased and the Association's operations are returning to pre-Pandemic norms, there can be no certainty that conditions related to the Pandemic will continue to improve.

2. BASIS OF PRESENTATION

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as issued and effective on March 31, 2023.

These financial statements have been prepared on a historical cost basis, except for certain financial instruments which may be measured at fair value, as explained in the accounting policies set out in Note 3.

3. SIGNIFICANT ACCOUNTING POLICIES

Accounting estimates and judgments

The preparation of these financial statements requires management to make estimates and judgments and to form assumptions that affect the reported amounts and other disclosures in these financial statements. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of these assumptions form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions and conditions.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the review affects both current and future periods.

Critical judgments and accounting estimates are those that have been identified as being complex or involving subjective assessments and that may result in material adjustments to the carrying amount of assets and liabilities within the next financial year. Critical judgments and accounting estimates used in the preparation of these financial statements include, among others, the recoverability of accounts receivable and the eligibility of expenditures for restricted funding grants.

B.C. SQUASH RACQUETS ASSOCIATION

Notes to Financial Statements
March 31, 2023

3. SIGNIFICANT ACCOUNTING POLICIES (continued)

Cash and cash equivalents

Cash and cash equivalents include cash deposits and term deposits at a financial institution which have a term to maturity of three months or less at the date of acquisition or that are readily convertible into known amounts of cash.

Restricted cash consists of cash received from the Gaming Policy and Enforcement Branch of the Government of British Columbia (the "Gaming Branch") which is held in a separate bank account and restricted to use for eligible expenditures.

Financial assets and liabilities

Financial assets and liabilities are initially measured at fair value, adjusted by, in the case of a financial asset or financial liability that will not be measured subsequently at fair value, financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. The Association measures fair value using a three-level hierarchy:

- Level 1 – inputs are unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 – inputs other than quoted prices in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 – inputs for the asset or liability that are not based on observable market data.

Subsequent to initial recognition, the Association measures its financial assets and liabilities at amortized cost. Financial assets measured at amortized cost consist of cash and cash equivalents and accounts receivable. Financial liabilities measured at amortized cost consist of accounts payable and accrued liabilities and goods and service taxes payable. The carrying values of these financial instruments approximate their fair values at the financial statement dates.

At each financial statement date, the Association assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. If the Association identifies that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset, it reduces the carrying amount of the asset to the greater of the present value of future cash flows and the amount that would be realized by selling the asset or exercising right to any collateral held to secure payment, net of all costs necessary to exercise those rights.

Recognition of receipts

Membership fees and service fees are recorded on an accrual basis and are recognized in the statement of operations when they have been earned and collection is reasonably assured.

Contributions and grants are recognized following the deferral method of accounting. Externally restricted contributions and grants received in excess of eligible expenditures are deferred and recorded as receipts in the period in which the eligible expenditures are incurred. Unrestricted contributions and grants are recorded as receipts when they are received or receivable and the amount to be received is reasonable estimable and collection is reasonably assured.

B.C. SQUASH RACQUETS ASSOCIATION

Notes to Financial Statements
March 31, 2023

3. SIGNIFICANT ACCOUNTING POLICIES (continued)

Property and equipment

The Association recognizes purchases of property and equipment as expenses in the year they are purchased. The Association's property and equipment as at March 31, 2023 consists of computer equipment. The Association did not purchase any property and equipment during the years ended March 31, 2023 or 2022.

Income taxes

The Association is a not-for-profit organization under Section 149(1)(l) of the Income Tax Act and is therefore not subject to federal or provincial income taxes.

Donated supplies and services

From time to time, the Association receives in-kind donations of supplies and services, the fair value of which may not be easily determinable. The Association does not record the receipt of these supplies or services, except when donated supplies are sold when the amount received is recorded as revenue.

4. 2020 FUND

On August 18, 2006, the Association established a permanent endowment fund (the "2020 Fund") under the management of the Vancouver Foundation. The purpose of the 2020 Fund is to support the maintenance, development, and enhancement of amateur and recreational squash in British Columbia. The 2020 Fund periodically distributes available income to the BC Amateur Sport Fund ("BCASF") which in turn distributes the income to the Association.

At March 31, 2023, the value of the 2020 Fund was \$494,685 (2022 - \$515,597). During the year ended March 31, 2023, the Association received total distributions from BCASF for the 2020 Fund of \$20,661 (2022 - \$17,325). At March 31, 2023, 2020 Fund income of \$11,576 (2022 - \$10,299) is available for distribution as directed by the Association.

5. DEFERRED CONTRIBUTIONS

The Association receives the following externally restricted contributions:

- A Community Gaming Grant from the Gaming Policy and Enforcement Branch of the Government of British Columbia (the "Gaming Branch"), which is restricted to member services, player development and coaching and officiating programs.
- Funding from ViaSport British Columbia ("ViaSport"), which is restricted to activities promoting participation in squash and athlete development.
- Donations from individuals and other organizations through the BC Amateur Sport Fund ("BCASF"). The funds active during the years ended March 31, 2023 and 2022 include the 2020 Fund (see Note 4), Building the Future Fund, and Gudewill Fund. Criteria for the BCASF Fund expenditures are set forth by Squash BC and approved by the BCASF.
- Funding from the BC and Canadian Jesters, which is restricted to the development of post-secondary school programs.
- Other contributions restricted to use for specific events occurring subsequent to the end of the fiscal year.

B.C. SQUASH RACQUETS ASSOCIATION

Notes to Financial Statements
March 31, 2023

5. DEFERRED CONTRIBUTIONS (Continued)

Externally restricted contributions are deferred and recognized as receipts when eligible expenditures are incurred. The changes in deferred contributions during the fiscal year ended March 31, 2023 are:

Source of Externally Restricted Contribution	Deferred Contributions March 31, 2022	Restricted Receipts	Eligible Expenditures	Deferred Contributions March 31, 2023
Community Gaming Grant	\$ 12,129	\$ 26,450	\$ 38,579	\$ -
ViaSport – Squash Starters Program Grant	16,200	-	16,200	-
ViaSport – Rally Together Program Grant	-	36,000	4,620	31,380
BCASF – 2020 Fund	2,325	20,661	22,986	-
BCASF – Building the Future Fund	-	78,344	68,844	9,500
BCASF – Gudewill Junior Program	10,750	-	10,750	-
BC and Canadian Jesters	5,000	-	5,000	-
Hosting grant	-	4,500	500	4,000
Other contributions	-	3,500	3,000	500
	\$ 46,404	\$ 169,455	\$ 170,479	\$ 45,380

Eligible expenditures for deferred contributions as at March 31, 2023 are expected to be incurred during the next fiscal year.

6. UNEARNED FEES

During the year ended March 31, 2023, the Association collected \$11,644 in competition and league fees for events held subsequent to the year end (2022 – \$22,140).

7. CANADA EMERGENCY WAGE SUBSIDY

During the year ended March 31, 2023, the Association received funding of \$nil (2022 - \$43,057) through the Government of Canada's Emergency Wage Subsidy program ("CEWS") which supports salaries and wages of eligible employers during the Pandemic. CEWS funding has been recognized in receipts on the statement of operations for the year ended March 31, 2022.

8. REMUNERATION PAID TO EMPLOYEES OR CONTRACTORS

In accordance with the regulations of the Societies Act, British Columbia, the Association is required to disclose the number of employees or contractors who received remuneration of \$75,000 or more during the year, and the total amount paid to such employees or contractors. During the year ended March 31, 2023, one employee or contractor of the Association was paid total remuneration of \$75,000 or more (2022 – no employees or contractors paid \$75,000 or more). Total remuneration for all employees or contractors paid \$75,000 or more for the year ended March 31, 2023 was approximately \$85,000.

9. FINANCIAL RISK MANAGEMENT

The Association's activities expose it to financial risks which include credit risk, interest rate risk and liquidity risk.

B.C. SQUASH RACQUETS ASSOCIATION

Notes to Financial Statements

March 31, 2023

9. FINANCIAL RISK MANAGEMENT (continued)

Credit Risk

Credit risk is the risk of a financial loss if the counterparty to a financial instrument fails to meet its contractual obligations. The Association is exposed to credit risk from cash and cash equivalents and amounts receivable. Cash and cash equivalents are held on deposit at an insured financial institution in British Columbia and are not considered subject to significant credit risk. Amounts receivable consist of outstanding collections for membership and other fees from associated organizations and individuals and contributions receivable, and are expected to be collected within the next operating cycle.

Interest Rate Risk

Interest rate risk is the risk that changes in interest rates will affect the fair value or future cash flows of the Association's financial instruments. The Association is exposed to interest rate risk as a result of holding a fixed rate cashable term deposit. The Association considers its exposure to interest rate risk to be minimal as this investment is short-term and highly liquid. Reasonably possible changes in interest rates over the next fiscal year would not have a material impact on the Association.

Liquidity Risk

Liquidity risk is the risk that the Association will not be able to meet its financial obligations as they come due. The Association is exposed to liquidity risk from accounts payable and accrued liabilities which are due within the subsequent operating period and manages liquidity risk through annual budgeting and ongoing monitoring of cash flows from operations.

The Association has set aside an operating reserve to address unforeseen liquidity events. During the year ended March 31, 2023, the Association increased its operating reserve by \$5,000 to \$28,500 (2022 – increased by \$6,000 to \$23,500) as part of the Association's overall strategic plan.

The Association has an unsecured line of credit of up to \$10,000 available to meet short-term cash demands. No amounts were drawn on the line of credit during the years ended March 31, 2023 and 2022.