

THE LEADERS OF TOMORROW PLAY SQUASH TODAY

VIRTUAL MEETING

SQUASH ONTARIO ANNUAL GENERAL MEETING OF MEMBERS

THURSDAY, SEPTEMBER 21, 2023, 9:30 A.M.



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2023 ANNUAL GENERAL MEETING AGENDA

The quorum at the meeting shall be 65 votes. [See the Voting Members of Squash Ontario.](#)

Call to order at 9:30 a.m.

Welcome address from Gordon Campbell, Squash Ontario President

MOTION 1 To waive the reading and approve the minutes of the Annual General Meeting of Members of Squash Ontario held on 8 September 2022

[See the 2022 AGM Minutes here](#)

2022-23 Board of Directors Report, Presented by Gordon Campbell, President

2022-23 Operations Report, Presented by Lynsey Yates, Executive Director

2022- 23 Finance Report, Presented by Simon Chun, Vice President Finance

Presentation of the Financial Statements of the Corporation for the fiscal year ending 31 May 2022 by Simon Chun, Vice President Finance

[See the 2023 Audited Financial Statements here](#)

MOTION 2 To approve the Financial Statements for the Fiscal Year Ending 31 May 2023.

MOTION 3 That Chaggares & Bonhomme is hereby appointed as auditors of Squash Ontario to hold office until a successor is appointed at a remuneration to be fixed by the Directors, the Directors being authorized to fix such remuneration.

Presentation of the slate of nominees for the 2023-2025 Squash Ontario Board of Directors, Presented by Natasha Seth, Director.

[See the slate of nominees here](#)

MOTION 4 To approve the slate of nominees for the 2023-2025 Squash Ontario Board of Directors.



Presentation of the proposed new set of Bylaws by Vinit Kudva, Director.

[See the Draft Set of Bylaws](#)

[See the summary of Bylaw amendments](#)

MOTION 5 To approve and adopt the new set of Bylaws.

Presentation of an increase in Club and Player Membership Fees by Dan Van Moorsel, Director.

[See the Proposed Club Membership Fee Increase Presentation](#)

MOTION 6 To approve an increase to the Club Membership fees by 10% beginning October 1, 2024, and an additional 10% on October 1, 2025.

Other Business.

MOTION 7 To adjourn the 2023 Annual General Meeting of Members.

PRESIDENTS REPORT

First, I would like to thank all of you who have made the time to attend this year's Annual General Meeting. Last year I hoped that it would be the last "virtual" AGM. However, the advantages of a virtual meeting for an organization such as ours currently outweigh an 'in person' meeting. I recognize that a ZOOM meeting makes it easier for more people to attend, but there is something special about all of us getting together once a year and I hope we will find an opportunity to do so in the future.

The recovery from the extended Covid pandemic continued this year at Squash Ontario and most of the thanks goes to the staff and volunteers at Squash Ontario. But I also want to thank our clubs and coaches for their patience and perseverance during the past two years. Our Executive Director, Lynsey Yates, who is closest to the daily grind, will present a review that is based on the operational aspects of the fiscal year. As well, our VP Finance, Simon Chun, will present a financial update.

In 2023, we've made strides in fostering inclusivity and diversity within our organization. We've embraced the power of different perspectives, backgrounds, and ideas, making us more robust and representative of the diverse world we live in. This commitment to inclusivity will continue to guide our actions as we move forward into the future.

As we have slowly emerged from the pandemic, the financial and employment strains have continued to challenge our member clubs. You will hear more of the financial impact shortly from Simon, but our financial position is stronger than anticipated, which bodes well for the future. Throughout the pandemic, Squash Ontario continued to support our member clubs and were able to take advantage of government programs that have helped us weather the storm.

Looking ahead, 2024 promises to be a year of even greater promise and potential. Your board has recently approved a 5-year strategic plan that we hope will guide us to increased growth in our sport. We have ambitious goals and exciting projects on the horizon, all designed to further our mission and leave a lasting legacy. As we plan for the future, we invite every one of you to be an active participant in shaping our organization's journey.

From the board standpoint, it has been an interesting couple of years. As you know, shortly after being appointed Executive Director, Lynsey embarked on a 12-month maternity leave. In her place, Lauren Sachvie assumed the interim role of Executive Director. She continued in that role until Lynsey returned to her position in June. Lauren has been a valued member of Squash Ontario and her experience has allowed SO to continue the momentum that has been developing with the weakening of the pandemic. She has done an excellent job, and we have been very fortunate to have Lauren in the ED role during fiscal 2023.

I would like to take this moment to welcome Lynsey back as our full time ED. We now have a full complement of experienced squash employees and are well positioned for the future.

This year, you are being asked to elect three directors, two of whom are standing for re-election. We have been fortunate to attract the quality of candidates that we have.

I'd like to take a moment to introduce your Board, to show my appreciation for everything they have done and the collective experience they bring to the organization. There is a saying that if you want something done, ask a busy person. These individuals all lead "busy" lives and are valued members of your Board.

Firstly, the directors whose terms continue:

Natasha Seth has lived and breathed squash since birth and brings valuable experience not only to the Board but also our Junior Committee as a player, coach, and University program alumni. Natasha is keen to see this sport grow and has offered her help wherever it is needed.

Leah Desbarres is our resident Head Pro, currently working at CW Racquets in Fergus and she sits on our Masters Committee. She is a key advisor when it comes to increasing participation at long standing Masters and Women's events.

Vinit Kudva is our Ottawa region and University squash representative, has played a significant role with the University Squash program as the Squash Ontario liaison with the Jesters Club and the Squash Ontario staff transition. Vinit has been a strong and moderate voice on your Board and I value his commitment and his opinion.

Simon Chun replaced Brian Arlin as VP Finance and has become a valued member of the SO organization. He is a director and associate portfolio manager for a private portfolio management and investment counsel firm in Toronto. He has an expertise in financial modelling, cashflow management and budgeting. Simon has been playing singles squash recreationally for over 15 years. He is a member of the Mayfair Clubs. Simon has become an integral and enthusiastic member of your Board.

The following are this year's nominees for election to your Board.

Dan Van Moorsel is the owner of the Maple City Squash Club, a keen Masters player and father to active junior players. He has been able to share much important insight through his experience as a club owner affected by COVID and worked on lobbying the government to ensure that our sport wasn't left out of the conversation at the Ministry level during the pandemic. Dan is standing for re-election to the Board.

Heather Dart represents a wide range of the squash community in Ontario. She is an active singles & doubles player. She competed for Team Ontario at the Canadian Masters Team Championships in early 2020 after receiving a title in her age group at the Ontario Masters Championships in 2019. By trade, Heather operates a private outpatient physiotherapy and osteopathy practice in Uxbridge, Ontario. Heather has experience sitting on a number of other Committees and Boards. Heather is standing for re-election to the Board.

Naveed Irshad is a new volunteer for Squash Ontario and is standing for election to your Board today for the first time. Naveed is President & CEO of Manulife Canada with responsibility for revenue of over \$10B, net income of \$1.5 billion and 7500 employees. He has worked in Canada, US and Asia. He is a qualified Actuary with a strong technical, financial background. Naveed is an avid squash player who has played regularly in Montreal, Toronto, Boston and Singapore.

As you all know, the challenges our squash community face today mean job and club status are threatened as we return to the “new normal”. My sincere thanks to the Board as well as to those in attendance today, for all your support. I would like to take this final opportunity to give special thanks to our many partners and individuals that support all we do at Squash Ontario. The provincial squash community is truly a special group of people and we are so fortunate to be able to serve you all. We are indebted to our committee members and volunteers who take the time and energy to give back to our sport.

In closing, as I have reached the term limit for my involvement on the board of Squash Ontario, I am leaving the Board. I have thoroughly enjoyed my time with Squash Ontario and value the relationships I have made. Thank you, once again, for the privilege of serving as your President. It has been an honour.

I hope to see you on the courts.

Respectfully submitted,



Gordon Campbell, Squash Ontario President

EXECUTIVE DIRECTOR'S REPORT

Dear Squash Ontario Membership,

I'm extremely happy to report a productive and successful squash season this past year for Squash Ontario. A total of 3,321 players competed in 57 different tournaments, 1,386 players competed in 13 different sanctioned regional leagues in Ontario, 108 athletes participated in high performance training with Squash Ontario. Overall, participation rates are up by 13% in junior events and 40% in senior events since last year. Much of this growth can be attributed to no covid-related limits on entries in the junior events, and more club sanctioned events popping up. Judging by the number of events already scheduled for this next year, we're on track for higher rates again.

This past season was the first full squash season back since the 2018-2019 year. That's three years of navigating the ups and downs of covid related restrictions on sport which I know was trying for everyone on this call. I'm very excited to finally review financials with Simon, the Board's VP Finance, without adding notes about how "January of last year was locked down" and "all events had entries restricted this time last year", etc. All of our regular events and programming took place, including 7 coaching clinics with 4 coaches and 2 coach developers certified, 8 officiating courses took place with 132 new officials certified (thanks to Squash Canada's policy requiring certification to participate in nationals) and 9 Open House events took place introducing new players to the sport.

A few notable highlights:

- The Jim Mason Cup High School Teams Tournament which was sanctioned by OFSAA with 160 players and 91 of those players were new to squash without any tournament experience outside of school.
- Team Ontario coaches Robin Clarke and Marci Sier led our Team Ontario Juniors to multiple medals at the Canada Winter Games, including 2 individual bronzes and 2 team silver medals.
- Our largest ever Mixed Doubles Championships held at the Badminton & Racquet Club.
- Our Team Ontario Masters team took home Gold with a dominating performance at the Canadian Masters Team Championships

As I report these numbers, I'm sorry to say I didn't have much involvement as I was away on maternity leave for the entire squash season. The above successes are entirely thanks to Lauren Sachvie, who acted as the Interim Executive Director, Chris Truswell who joined the team in November bringing his experience working with the Commonwealth Games, World

Squash Federation, England Squash and the Professional Squash Association, and Tania Kumar who stepped in for a year long contract. I'd also like to add a special thanks to our current Board of Directors who were extremely supportive of myself and the team as we all navigated the year.

Looking ahead there is still much work to be done. We have ambitious goals to see growth in all program areas with the addition of adopting Equity, Diversity, Inclusion strategies, diversifying revenue streams, creating a strong Safe Sport culture, supporting community access to facilities, enhancing member services, launching Para Squash programs, and strengthening our athlete development training programs. With the team of staff in place, new reporting tools to measure progress, and the support from the Board and committees and their areas of expertise, I'm excited to work towards making significant change to the sport in Ontario. With that being said, I invite you all to view our 2023-2027 Strategic Plan which provides more detail on these priorities.

We look forward to working with you over this next squash season!

Respectfully submitted,



Lynsey Yates, Squash Ontario Executive Director

FINANCE REPORT

The recently completed fiscal year ended May 31, 2023 (FY23) was the first full year of uninterrupted operations since COVID-19 ground programming to a halt over three years ago. With pandemic-related restrictions cautiously behind us, the board of directors is pleased to report a strong financial year with growth across several metrics and a robust balance sheet.

For FY23, revenues grew 28% (adjusted for FY22 COVID-19 related grants and wage subsidies) to \$659,170 with positive contributions across all key line items, including coaching clinics, league sanction fees, training camps, as well as a 68% increase in tournament-related revenue attributed to more sanctioned events and player participation. Furthermore, with no pandemic lockdowns instituted during the period, Individual and Club Membership revenues also grew year-over-year with a 32% and 4% increase, respectively.

Throughout the fiscal year, Squash Ontario received a total of \$178,258 of government grants, a 10% increase over FY22 after factoring COVID-19 subsidies out. We received \$134,880 for our base grant, \$23,397 for the Quest for Gold Grant which directly funds top Ontario Athletes, and \$19,981 in various grants to support specific outreach and athlete development programs. Note, this is the first year, post-pandemic where Squash Ontario did not receive COVID-19 related government support in the form of grants and wage subsidies.

On behalf of the board of directors, I would like to recognize our generous donors who have contributed \$31,835 towards the Lee Hanebury Junior Squash Fund, and \$9,035 towards the Ontario Squash Hall of Fame fund – a total of \$40,870 in donations representing a 59% increase from the prior fiscal year. As a not-for-profit organization, much of the work to grow the sport would not be attainable without the support of donors and we thank everyone who has donated to the growth of this amazing game in Ontario.

Moving on to expenses, adjusting out the Provincial Government Community Sport Club Funding of \$343,261 (a flow-through amount in 2022 to support member clubs who opted in last year), total expenses this fiscal year increased 39% to \$663,484. With a return to normal operation, all program and event expenses have also increased in lockstep which is not unexpected. These include revenue-related expenses such as tournaments, coaching clinics, leagues, and training camps. In addition, athlete development program expenses have doubled this year with Team Ontario Juniors participating in the Ontario and Canada Winter Games, sending Ontario teams to the Masters & Seniors Canadian Team Championships, increasing programming with University Squash, and holding talent identification training camps for junior athletes.

Operational expenses have also increased. Government assistance in the amount of \$15,829 from CEWS was received in FY22 which was applied to reduce the cost of wages last fiscal year. No government assistance was received in FY23 which contributed to the increase in payroll expenses. Furthermore, Squash Ontario now has three full-time employees with a planned addition of a fourth staff member in the next fiscal year in the role of community outreach coordinator to further realize our long-term vision and strategic goals. Finally, rent payments for Squash Ontario offices at York University's Glendon Campus resumed in January 2023 after being forgiven since the COVID-19 pandemic began in early 2020 and membership dues to Squash Canada have also increased this year.

As a result of the above, Squash Ontario had a net loss of \$4,314 in FY23 which contributed to dragging net assets down from \$326,930 to \$322,616 as of May 31, 2023. However, compared to pre-pandemic levels, performance this year has improved from the mean shortfall of approximately \$25,000, and more importantly, the organization remains in a strong financial position to be able to reinvest in the sport with goals to increase participation, accessibility, and diversity and gender equity amongst the squash community.

Finally, my report would not be complete without acknowledging the hard work and dedication of the Squash Ontario team as we navigate out of the COVID-19 pandemic: Lynsey Yates, Lauren Sachvie, Chris Truswell, and Tania Kumar. I am confident that the team will continue to build upon past successes while facing a new era of growth and opportunity for the sport of Squash with the same level of enthusiasm. In addition, I would like to thank Gordon Campbell, our outgoing President for his service to Squash Ontario, as well as his mentorship to me during my first year as VP Finance. Gordon – your leadership has been instrumental in shaping the future of our organization and community, and we are deeply grateful for your service. Wishing you all the best in your future endeavors!

Respectfully Submitted,



Simon Chun Squash Ontario Vice President, Finance

2023 SQUASH ONTARIO RECOGNITION AWARDS

Outstanding Achievement Award

The game of squash thrives when there is growth at the local and regional levels. The Outstanding Achievement Awards program was created by the Board of Directors to recognize the contributions made by volunteers, corporations, officials, coaches and players at all levels of the game.

Kitt Hanley

Kitt is extremely passionate about squash with most focus on growing the sport for women and juniors. Currently working at three GTA clubs, she is always working towards bringing in new people to the sport. This includes being the only person to put two different Women's D T&D teams in the last few years from each club and will be adding another one from Ajax. Also, while having her first Men's T&D League last year. In addition to traditional Club events, Kitt leads a variety of summer camps at each location. A highlight of this was introducing squash to Ajax's first Girls Only Sports Camp - 30 girls aged 7 to 17 yrs. benefitted from Kitt's squash journey and had the opportunity to play. Also, this summer, Kitt developed a Doubles Interleague and will be forming an ODSL team for the fall between Pickering and Mayfair Parkway. Kitt continually works at bringing more women into the sport offering additional Women's Clinics and helped run the 2023 Canadian Women's Open at Brookfield Place. Amongst all of Kitt's energy and passion to grow the game, she still continues to play regularly and will be participating in the upcoming Women's Team Master's in Waterloo.

Rob Lefcoe

Rob has been coaching squash for over 40 years now and is still active coaching at the Granite and Cricket Club 4 days per week. Rob is on court 5 days per week as he runs 10 weeks of summer camps at the Granite. The most impressive thing is that Rob still maintains the highest level of passion and love of coaching. The juniors like his dry sense of humour as he mentors them and genuinely wants to help them learn and improve their squash. I [Jim Paton] met Rob when he was the Head Pro for years at the Toronto Lawn and has a spotless record of coaching with the highest level of professionalism.

Howard Seto

Howard has been the Squash Pro at Club Aurora Fitness Centre, Town of Aurora for over 10 years. Since then, Howard has been instrumental in running and building our squash programs throughout our community. Howard is well known and well liked by all who know him. Howard has been involved in running and expanding our House Leagues and our Learn to play programs. Needless to say, our leagues are jammed packed and our Learn to Play has expanded to ages 8 years and up. Recently, Club Aurora expanded its Learn to Play to offer a Women's only section. Howard has spent endless hours (unpaid) organizing and promoting the game of squash. His passion and dedication over his 25+ years as a Squash Pro/Player has been a key factor in Club Aurora's overall success. We would like to recognize Howard Seto for his passion and dedication to advancing the game of squash. Congratulations Howard!

Special Achievement Award

Presented to those who have made very significant contributions to the game of squash, not only in Ontario but also on a national and international basis. It is Squash Ontario's highest and most prestigious honour.

Gordon Campbell

Representing the Toronto Racquet Club & Squash Ontario

After six year's dedicating his time to serve on the Squash Ontario Board of Directors, Gordon Campbell's term is coming to an end at this year's Annual General Meeting. During his time on the Board, Gordon served for two years as a Director at Large, two years as the Vice President, Finance, and his last two years as the President.

Gordon was a valuable resource to the Board with his experience as COO, CEO, Advisor and Consultant of several corporations varying in size. He also volunteers in the Golf community serving on committees for Golf Canada.

Gordon was a huge support to the Board and staff through both an Executive Director change in 2020 and serving on our COVID-19 Task Force from 2020-2022. His support and guidance through both of these big changes was invaluable.

We wish him the best of luck in his future volunteering endeavours as we know he will continue to donate his time. Thank you, Gordon, for serving Squash Ontario for six years!