



ANNUAL REPORT 2022-23

President's Message

The past year has brought new challenges to the organization borne from intense organic growth, field shortages paired with challenging field allocation processes, continued supply chain and brand issues, personnel changeover, transition and loss, new CSA technical program requirements and BC SPL structural changes to name just a few.

With the challenges and lessons learned over the past year came multiple positive changes within the organization. The new Club Volunteer Program impacted us positively as we had hoped it would. More volunteer coaches and managers, more support at events and in standing committees, a stronger ability to deliver on our "more than a soccer club" commitment. Meeting our members through our new weekend coffee sales program at the park, our Respect in Sport for Parents focus group, and our new Accessibility, Inclusion and Diversity Committee have been highlights for me personally this past season, showcasing the unique personal experiences, cultures, and talents of our club family.

Our formal launch of the Youth Nations Cup tournament in July 2022 was nothing short of phenomenal. To see the concept of this tournament, discussed first in 2018, come to life and the quality of the soccer played throughout that tournament was inspirational, not only to the organizing committee but the players and the coaching staff of all the participating teams. We created a concept, an idea, and it came together in all the best ways imaginable.

"With the challenges and lessons learned over the past year came multiple positive changes within the organization."

Hosting our Clubhouse Grand Opening with a member BBQ, returning to banquets, fundraisers, a fulsome TS3 Inspires Tournament, in-person awards night and the many World Cup parties we hosted in the clubhouse were some of the most uplifting aspects of the year.

The Board and the Club's Operations Committee have continued to work as hard as ever to maintain the long successful history of this Club with a renewed focus on brand and reputation to be the best in the country both off and on the field. One Board member recalls other clubs referring to us in the past as "*the big red machine*" and we want every member to feel the pride of being a part of SUSC every single time they step on the field. Through innovative player development programs, coach certification and mentorship programs, on and off field vicarious learning opportunities, and by staying true to our "more than a soccer club" slogan, we continue to strive to bring that pride to all that wear the badge of SUSC.

Our Capital Park Improvement Plan proposal has traction, and we believe, along with other local government officials, that this project will become a reality very soon. We have a 55+ page business plan which will require the support of our membership through capital fundraising campaigns and support in a special general meeting in the coming months. We will need the community to come together like it did when we proposed and constructed the new clubhouse facility. We are counting on you all.

"Our Capital Park Improvement Plan proposal has traction, and we believe, along with other local government officials, that this project will become a reality very soon"

Our financial position is incredibly strong, demonstrated in our base player registration fees not being increased as I suggested may occur last year. Supplier costs have increased substantially, but because of our stringent budgeting and forecasting, I am pleased to confirm there will not be a base player increase of any kind in the Fall/Winter season ahead.

I look forward to the opportunity to continue to serve you all in my role with the Club. It has been my pleasure to do so through some of the most challenging times and I look forward to another year of making us the club you are proud to call home.

Ali Wilkinson, President

Treasurer's Report

Statement of Financial Position

The *Statement of Financial Position* as of January 31, 2023, included in this Annual Report, once again illustrates Surrey United's continued commitment to remaining in a strong financial position.

Consistent with our financial strategy founded in economic diversification and stability, we continue to maintain our commitment to ensuring our operating reserves are in alignment with Canada Soccer's target ratios. The Club's financial position meets or exceeds the financial targets that have been set by Canada Soccer to ensure that CSA National Youth Club License holders remain both secure and liquid organizations.

Statement of Revenue and Expenditures

Registration revenue has increased significantly over the prior period with continued growth in our registration numbers. Mini and Youth Program Registrations for both Fall and Spring have increased over prior year. BCSPL Registration numbers remain consistent, but renewed travel opportunities resulted in higher BCSPL registration revenue in comparison to prior year. The Club received annual funding through the Provincial Government Community Gaming Grant Program, which continues to be a primary funding source for the Club outside of our registration fees.

The Club's expenses unsurprisingly increased over the prior year, as they are linked with the

delivery of programs and the associated increased registration numbers. Coaching, fields, uniforms, affiliation fees, referees and all other direct program related costs have all shown an increase, which was expected with Club operations expanding throughout the year and inflationary pressure on equipment costs and travel. The Club has also expanded some of the Operations Support roles to better support our growing registration base. Through its Finance Committee, with the support of the Board, the Club has sustained its focus on careful fiscal management and finished with operation revenues exceeding expenses.

Overall, the Club has a net gain for the year. The gain is higher than originally budgeted due to conservative budgeting for 22/23 and the continued increase in our overall registration levels. Although we anticipated the need for a base registration fee increase in 23/24 to reflect market costs and their impact on the Club's expenses, our financial position remains strong, and we were able to maintain base registration fees at the current level for another year.

The financial results and position of the Club remain extremely strong, and we are pleased to report them to our membership once again this year.

Jennifer Hobson, Treasurer

"The Club's financial position meets or exceeds the financial targets that have been set by Canada Soccer"

2022/23 HIGHLIGHTS

Strategic Highlights

- Provided numerous education opportunities for SUSC referees and coaches and delivered related mentorship and educational video review sessions to enhance learner experience. This included hosting Canada Soccer for professional certification training sessions at Cloverdale Athletic Park.
- Prepared and presented a major *Capital Improvement Business Plan* for Cloverdale Athletic Park to the City of Surrey Mayor and Council for the expansion of turf field facilities, parking, and an indoor facility to meet the growing needs of residents, Surrey United members' and other youth sports organizations' needs in the years ahead.
- Made and delivered on club commitments reflective of National Truth & Reconciliation Day.
- Invested in the health and safety training of our technical and operations team by providing First Aid and CPR training certification.
- Represented British Columbia at the U17 age group in the 2022 CSA National Championships with both teams placing top four in the tournament.

Financial Highlights

- Management of member, grant, and sponsorship funds in a prudent and responsible manner to maintain a strong financial position and balance sheet to provide the opportunity for the Club to:
 - not increase base player registration fees as originally planned for 2023/24 and
 - put the Club in a strong position to put forward a proposal for a Capital Improvement Park Plan to the City of Surrey reflective of the needs of the membership and local community
- Maintaining alignment with the financial reserve requirement of a CSA National Youth Club License organization.



CLUB SPONSORS & COMMUNITY PARTNERS

We are incredibly fortunate to have both long standing and new community partners that support our mission, values, Club initiatives and events throughout each year. These sponsors have been steadfast in their support of the Club throughout the entire pandemic and continue to maintain close ties with the Surrey United community through our events and initiatives each year as well.

In 2022/23 we welcomed K4 Construction as the primary sponsor and community partner of our Adaptive Super Soccer Program which continues to grow. We were pleased to welcome back club program sponsors: Go Auto, Envision Financial, Coast Capital Savings, Physiostation, Weir Minerals, and Soccer

Express who continue to be committed community partners that share SUSC values.

This year we were incredibly fortunate to form new community partnerships through our hosting of Youth Nations Cup, our Annual Awards Celebration, and Starbucks stepped up to provide our members with a weekend coffee program at the park that was managed through participation of members in our new Volunteer Program. We were privileged to have additional continued support through events and initiatives from Panago, Cloverdale Country Market, Pepsi Co., Solterra Development Corp., Giti Tire Canada, First Choice Security & Audio. We also welcomed many new community partners as shown in the detailed list below.

CLUB SPONSORS	YOUTH NATIONS CUP SPONSORS	AWARDS NIGHT SPONSORS
Physiostation	Title Sponsors	Overall Awards Night Event Sponsor
Weir Canada Inc	Soccer Express	TBI Management Ltd
Envision Financial	Physiostation	Tomcat Demolition Ltd
Coast Capital Savings	The Old Spaghetti Factory	Turner Bros Contractors Ltd
Go North Surrey GM	Gold Sponsors	Award Sponsors
K4 Construction	GVR Law	Go North Surrey GM
	Able Auctions	Weir Minerals
	Silver Sponsors	K4 Construction
	Miracon Homes	Soccer Express
	Crown Building Supplies	Physiostation
	Michauds Salon & Spa	Coast Capital Savings
	Harry & Sons Barber	Envision Financial
	King Services Construction	Pharmasave Cloverdale
	Cloverdale Country Market	Cloverdale Country Market
	Bronze Sponsors	First Choice Security & Audio Systems
	Ali's Pebbles & Gems	The Old Spaghetti Factory (gift cards)
	Home Hardware - Cloverdale	MJ Physio
	Community Sponsors	Dryco Building Supplies
	Panago Pizza	Food and Water Sponsors
	Pepsico	McDonald's
	Starbucks - Clayton Heights	Lordco Auto Parts
	Abbotsford Canucks	
	Comfort Inn & Suites	
	Sport Surrey	
	Cobbs Bakery - Clayton Heights	
	Golden Samosa	
	Whitecaps FC	

RISK MANAGEMENT

We have continued to maintain or exceed a 90% Risk Management criminal record checks and Respect in Sport compliance rate within Surrey United Soccer Club.

Our SUSC *Risk & Governance Committee* took on the task of identifying emerging risks in the areas of cyber security, data privacy, and provided the Board and Operations Committee with education on the GDPR and PIPEDA requirements as part of their annual education focus for the year at the annual Operations Committee Workshop held January 7-8, 2023.



The SUSC insurance program as it related to Directors & Officers and the operations was reviewed considering the risk management review and emerging risks discussions, including cyber risk and response.

As the new strategic plan is developed for 2024 and beyond the risk management practices at SUSC will include the maintenance of an organizational risk matrix and updates to our strong policy management and application processes.



HEALTH & SAFETY

As we continue to build on important lessons and practices borne from the COVID-19 pandemic, the health & safety practices of Surrey United continue to evolve beyond our Child Safety & Welfare Policy.

Highlights from 2022-23 included:

New online injury reporting tool for coaches and managers to report major injuries which provides the club with an opportunity to be (a) notified immediately and (b) supportive of the athletes' recovery and return to sport.

Technical staff were provided the opportunity to complete their First Aid and AED certification over the holiday season; we hosted this in the clubhouse and thank the City of Surrey Fire

Department for their instruction throughout the course.

Concussion Seminar provided to parents and members of the club by our Sports Medicine Partner, Physiostation and online tools for parents and players were added to our website resources.

The AED owned by SUSC was removed from the old operations center and placed in a more easily accessible location in the new clubhouse.

Overall, our health and safety commitments and protocols continue to be implemented to provide a safe environment for all SUSC members.



ORGANIZATIONAL CHANGES

We experienced multiple organizational changes over 2022. Our Registrar and Member Services teams had the most turnover resulting mainly from the retirement of a longstanding volunteer with over thirty (30) years of experience and the loss of that institutional knowledge. The acceptance of the University of the Fraser Valley Women's Soccer Head Coach position by Ari Adams impacted the Club on the technical side albeit we were nothing but thrilled to see another female advance to higher levels in the soccer industry!

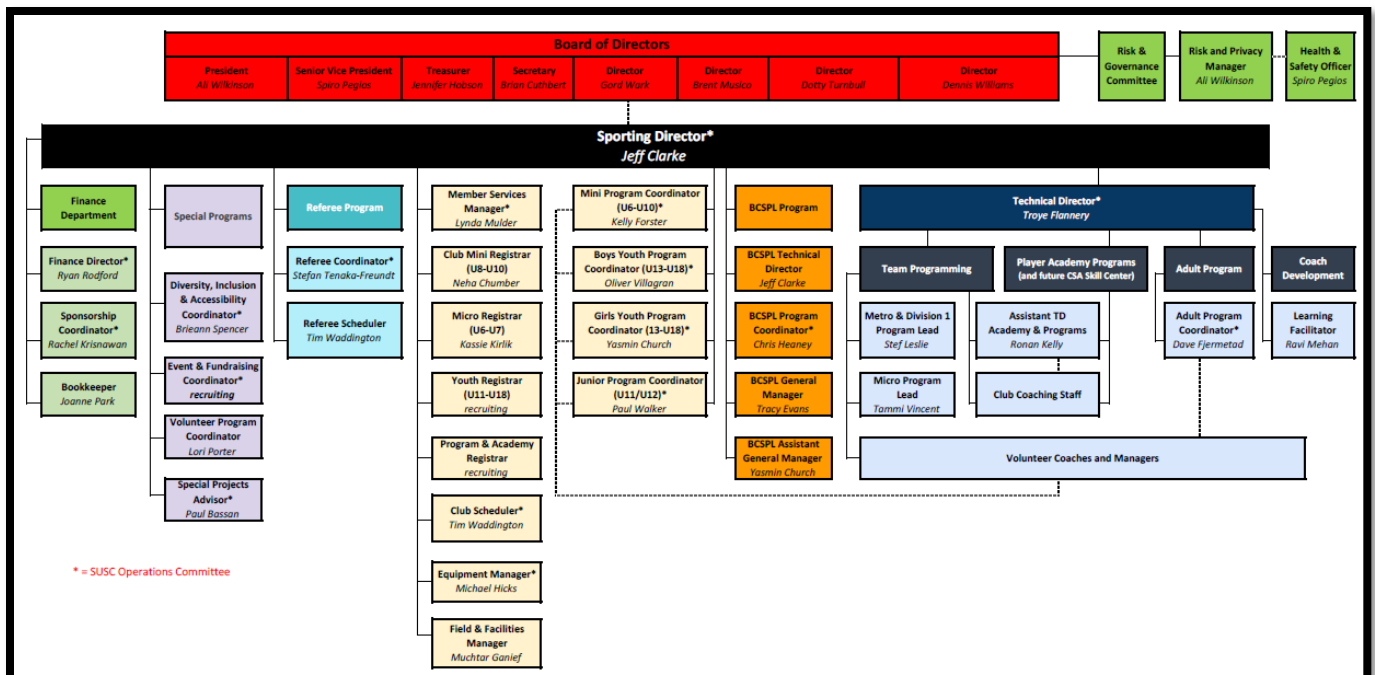
Challenges and lessons learned within the operations resulting from the ensuing communication issues became the primary focus of the Club's annual operations workshop in January 2023.

From that two-day workshop came multiple organizational and personnel changes to both

the technical and operations sides of the Club. These changes included the retention of a bookkeeper, a new registrar team structure, a new technical team structure and the creation of new roles.

With this change came the creation of the Sporting Director role that had been under discussion for several years following the passing of former SUSC Executive Director, Martin Foden in 2015. A position that was a natural fit for Jeff Clarke who has served in this role in addition to the SUSC Technical Director role since that time.

Lessons learned are incredibly valuable to an organization's growth and we are confident in the new structure's ability to support the club, future capital projects and its additional operations requirements and even more importantly, the members and their families.



ENVIRONMENT, SOCIAL & GOVERNANCE

ESG has been a part of Surrey United's operational and strategic organizational model since the adoption of its tagline "more than a soccer club" over a dozen years ago. As we reflect on the 2022-23 year, we have been pleased with the natural progression of the organization's ESG evolution and continue to look at ways to continue to enhance each of our environmental, social and governance practices as we work through this next strategic planning cycle in 2023. Highlights of our 2022-23 year in the areas of ESG are below.

ENVIRONMENT

Two-year jersey cycles for our U11-U18 players ensures a longer life cycle for these uniforms, limits waste, and provides a cost savings to the membership that is reflective in our ability to sustain the same base registration fees for over ten years straight.

Any equipment or uniforms that cannot be used are sent overseas through not-for-profit organizations and worn proudly by soccer players in third world countries for years on end.

All our events now include a recycling and waste plan as part of the event management plans created by the Club to ensure proper recycling, reduction of waste, and the promotion of sustainable practices.

Our new capital park improvement plan and the covered lacrosse box projects both set out to better use land already zoned for and used for park services; there is little to no removal of trees and planned additional planting in all areas of both proposed projects.

Our proposed indoor facility will also provide a solution to the increased adverse weather conditions we have seen over recent years, including snow, extreme heat, and air quality concerns. The park improvement proposal will also directly combat the current increase in members' carbon footprint as they are forced to travel by vehicle to Newton Athletic Park and Hjorth Road Park for training due to the City's current field shortage in East Surrey.

SOCIAL

We have always been "more than a soccer" club and creating a culture of belonging has remained a priority to the club throughout its 55-year history. We continue our journey in cultivating an accessible, inclusive, and welcoming environment to support the diverse communities that our members live, work, and play in.

2022 brought the World Cup to our community and we held several in person games in the clubhouse to celebrate Team Canada and to watch two of our own former players compete

on the world stage. The early morning games brought crowds every game and celebrating as a club made the event that much more exciting for us all.



This year we continued our partnership with **Queens University and LEAD Canada** for the enhancement and implementation of a long-term strategy focused on accessibility, inclusion, and diversity which included the formation of the *SUSC Inclusion, Diversity and Accessibility Committee* and appointment of our first Inclusion, Diversity and Accessibility Coordinator.

This year our Accessibility, Inclusion and Diversity committee focused on a few key areas, including National Truth and Reconciliation Day building on the previous year with the announcement of SUSC commitments that were born from our own reflection on how we as an organization plan to commit to meaningful action. We also made a conscious effort to include multiple religious and cultural days of recognition in our communications and focus on celebrating our truly diverse club community. Finally, we brought awareness of invisible disabilities to our members and provided education to the Board and Operations teams on the use of pronouns, territorial acknowledgements, and incorporating inclusive language in all our vacant club position postings to ensure we are actively encouraging individuals of all abilities, races, sexual orientation, and gender to apply for roles within the Club's operation and Board of Directors.

Our highly successful **Super Soccer Adaptive** program continues to be a popular program that brings smiles to the faces of our players with varied abilities, with additional engagement with the City of Surrey Museum and its **Sensory Awareness Day** in June 2022. We are currently researching program expansion areas for all abilities as part of our next strategic plan.

Our teenaged members continued to benefit from the **Coast Capital Savings Mentorship** program which provides work experience and educational opportunities that guide these young people from youth into their young adult years.

We participated in our first ever **Cloverdale Parade of Lights** which will undoubtedly become the new favourite holiday activity for years to come.



The **Bags of Hope** continues to be our largest community outreach program through which we provide a few hundred bags of essential items and gifts to families in need through community partner YWCA Alder Gardens.

We celebrated our **7th Annual Awards Celebration** in person for the first time post-COVID and had well over 700 people in attendance including sponsors and dignitaries. It was a wonderful community evening and great to see so many members out despite the day's snowfall.

Our **hardship** program has grown both in funding capacity and in priority as we come out of the pandemic and experience a rise in immigration and in socioeconomic uncertainty for many members. KidSport, Athletics4Kids, and Jumpstart continue to fund a significant number of our members.

Our **scholarship** program continues to fund four scholarships on an annual basis and teams up with the Travis Selje Foundation to provide additional scholarships in memory of Travis Selje. Our TS3 Inspires Annual Tournament is the primary funding source for this Foundation and brings over eighty (80) teams together from all over B.C. to share in a fun, small-sided day of soccer while raising funds to support the Foundation.

Our 3rd annual **Bootcamp Against Bullying** continues to be an event that grows more each year with our popular bootcamp curriculum designed by our technical staff and put to the test on the field by teams dressed head to toe in pink.

Finally in 2022 we welcomed older aged teams to a discussion with the RCMP on the dangers

of gang and anti-social behaviour, supporting the message to stay in school and stay in sport through the presentation of the School Board approved **“Shattering the Image”**.



GOVERNANCE

We continue to evolve our governance model which differs completely from the model held previously at Surrey United Soccer Club. We remain consistent with our policies and their applications at all levels of the organization.

We remain governed by a hybrid governance model which includes Board members integration in operations to ensure we are leveraging the experience and expertise they bring in their respective fields.

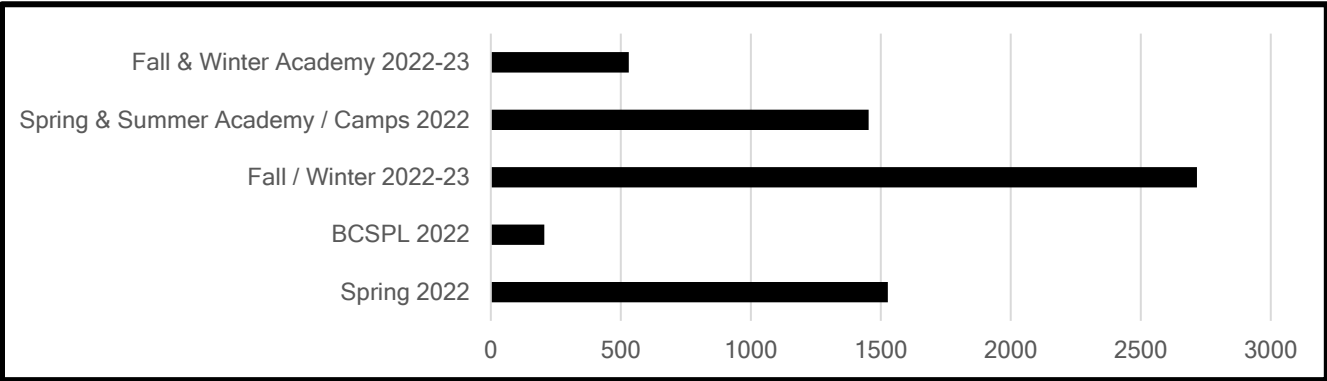
We have remained committed to remaining current in our knowledge and adoption of anti-corruption, privacy, data protection, and financial governance approaches.

Our standing committees are called on frequently to ensure we remain transparent and consistent in our decision making in many varying areas of the club.

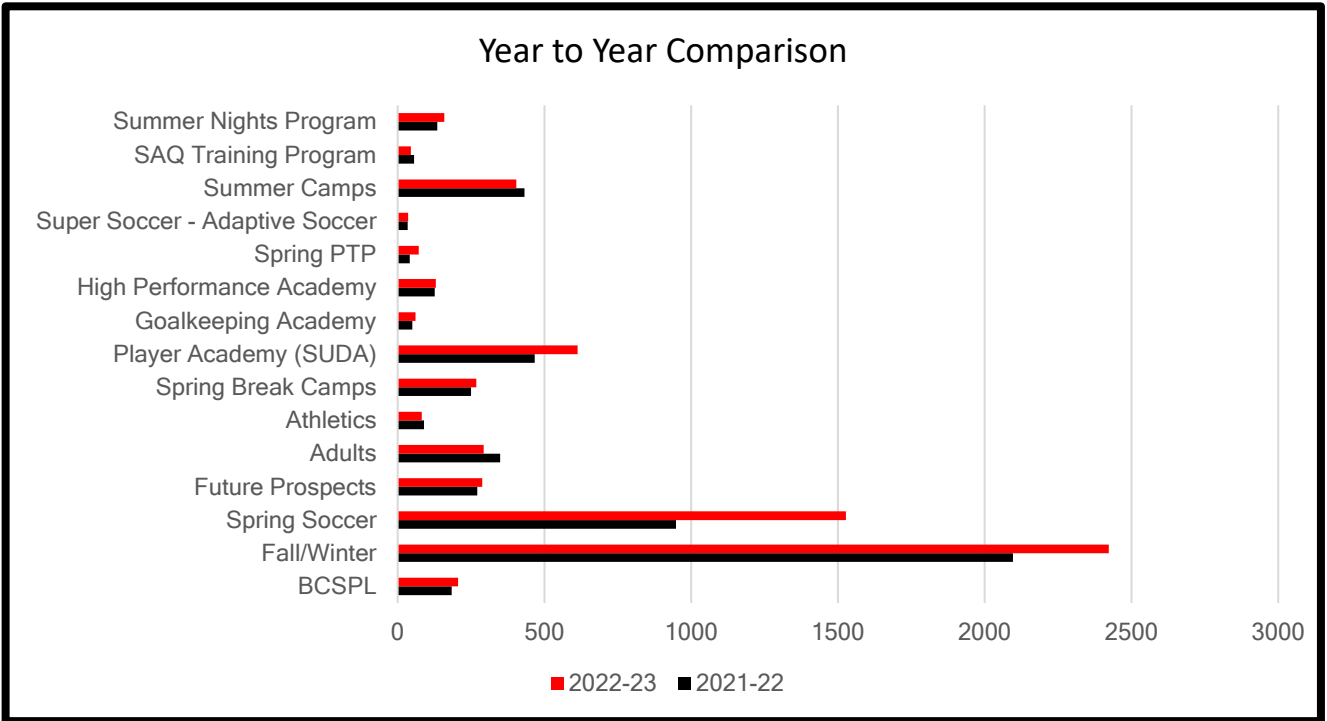
Our Finance Committee is a major success story, and heavily responsible for our strong financial position today. We moved from a reactionary budgeting to a forecasting model and can now support important changes in a growing organization, react to new requirements from governing bodies (including grant agencies), provide competitive compensation to attract the experience we want in our organization to best support the needs of a growing and evolving membership.

2022-23 PROGRAM SUMMARY

Growing from 3,002 players to 3,810 players across all youth programs, spring/summer camps, academies and both fall/winter and spring seasons of play. This is a 34% increase in player participation over the last two years following COVID-19.



Across all programs the Club processed a total of **6,553 unique registrations** across all youth programs, spring/summer camps, academies and both fall/winter and spring seasons of play. This is up 10% from the number of unique registrations we processed in 2021-22 and representative of the growth in number of program offerings across all age groups.

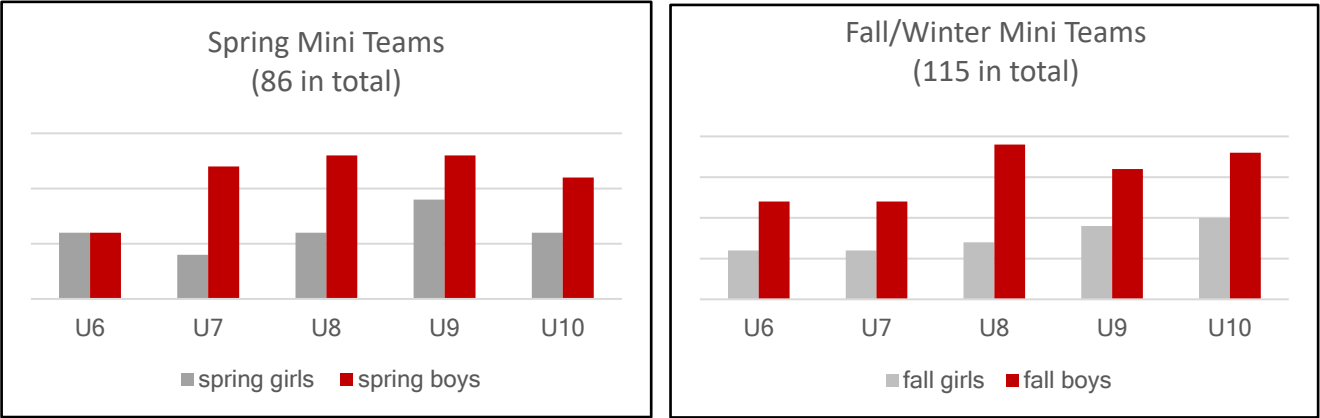


Adult Program Summary

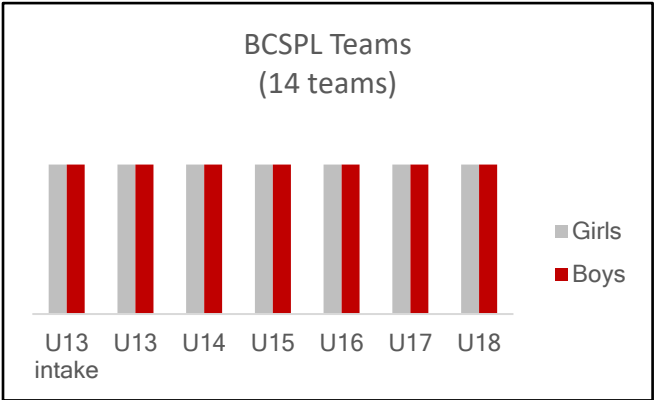
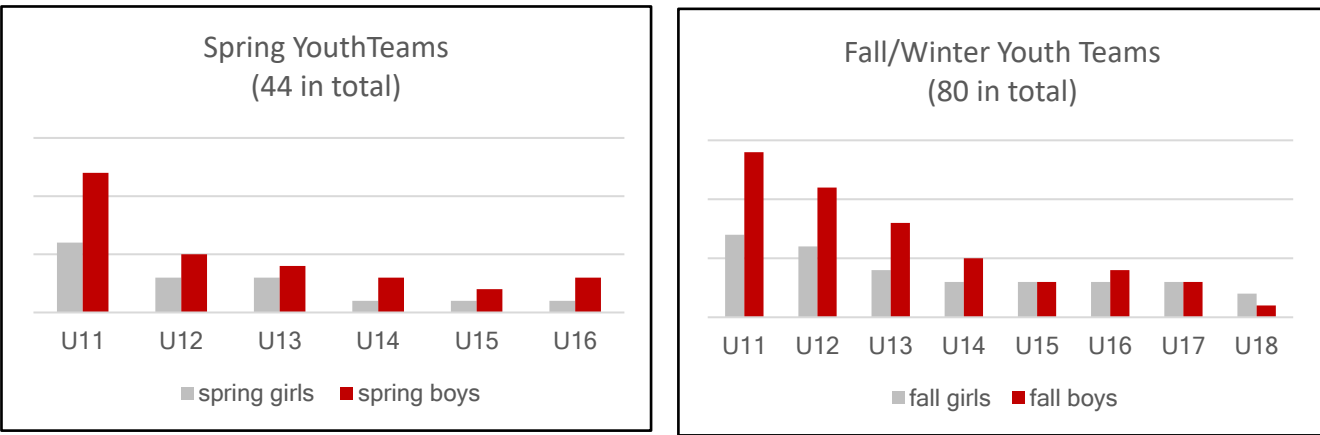
Our adult program supported a total of 303 players spread over seven (7) women’s teams and five (5) men’s teams representing Surrey United Soccer Club in the Fraser Valley Men’s and Vancouver Metro Women’s Leagues.

Our Club-sponsored Adult Drop-In community Program grew to supporting 73 adult drop-in players over the 58 adult participants from the year prior.

Mini Program (U6-U10) Snapshot

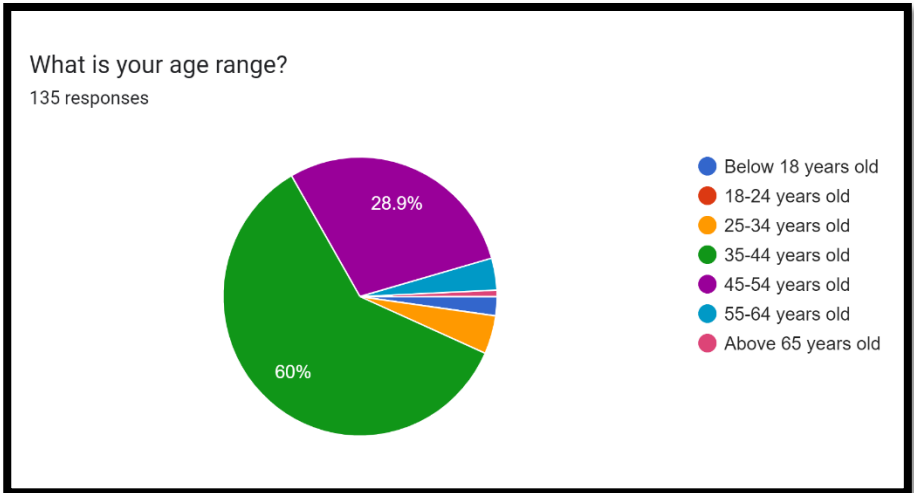
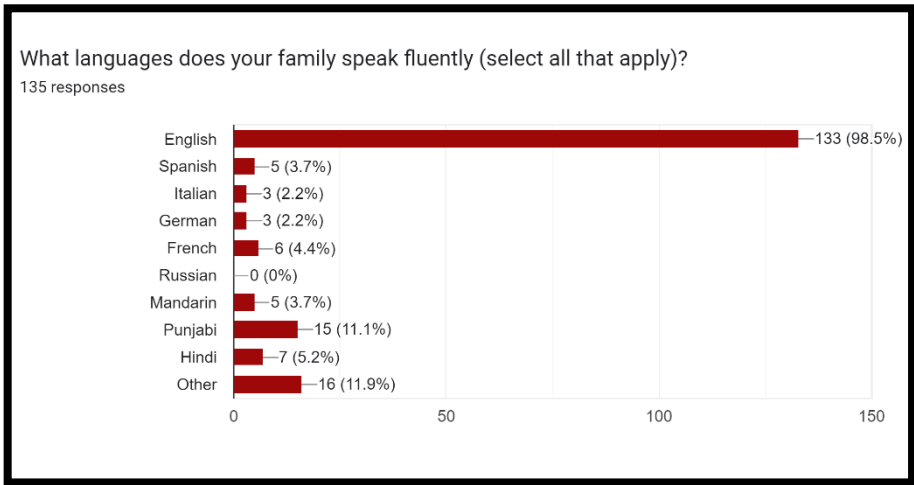
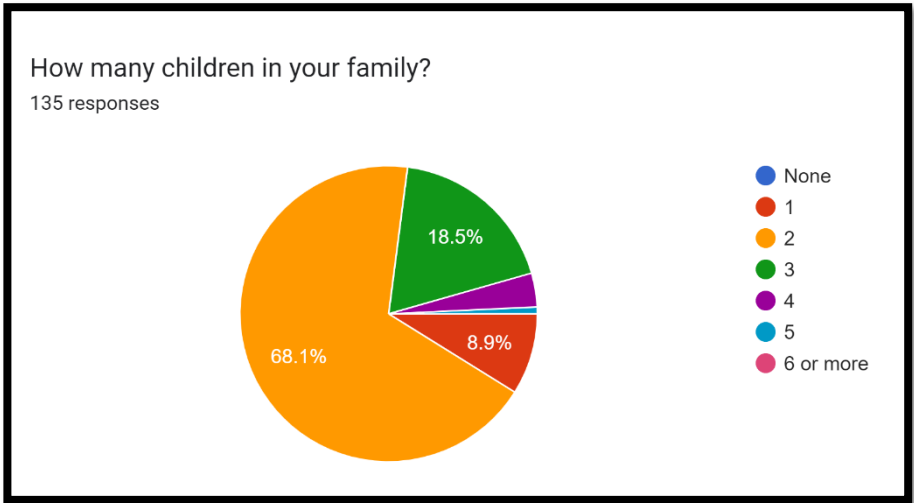


Youth Program (U11-U18) Snapshot



CLUB MEMBERSHIP DEMOGRAPHICS

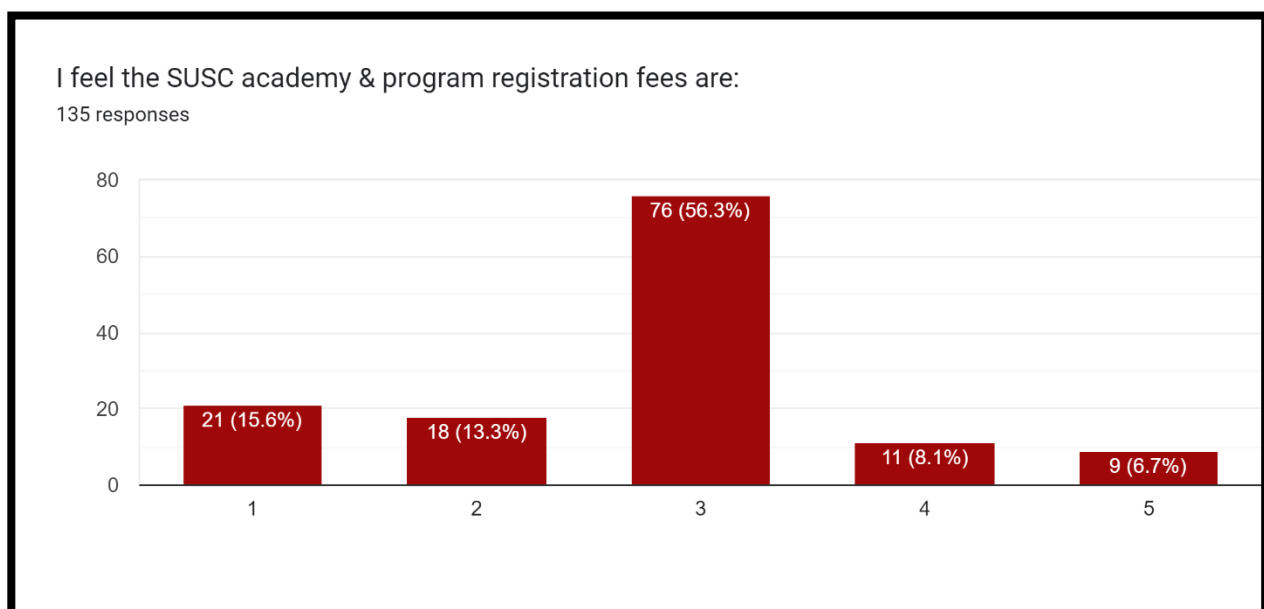
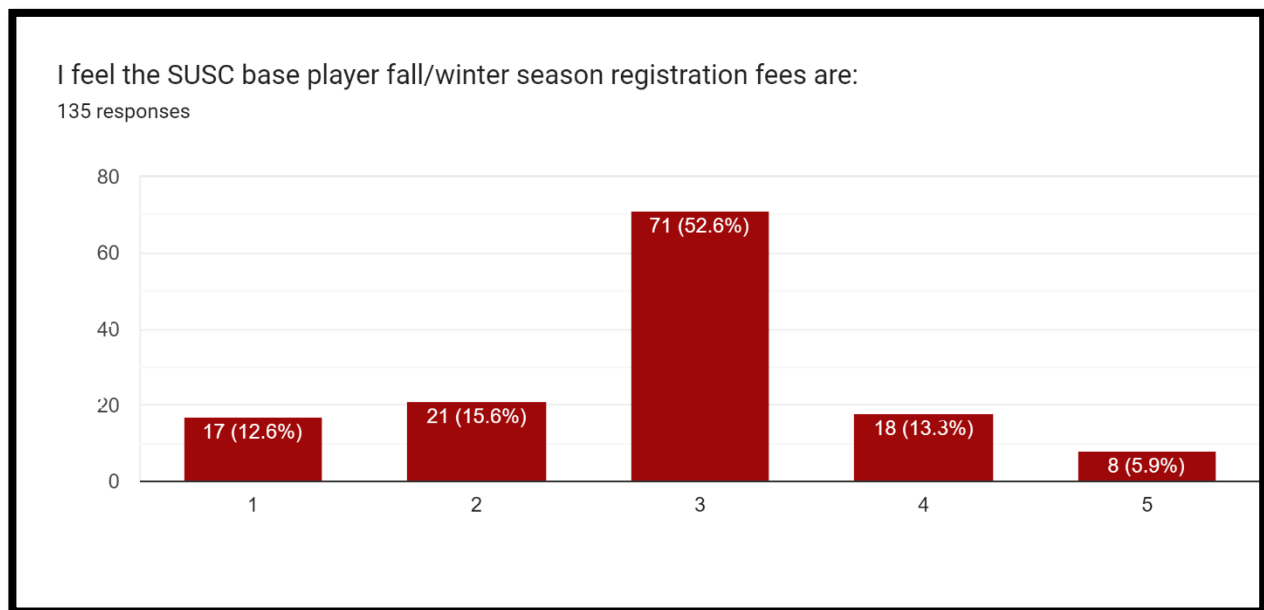
We began collecting responses to an annual member survey three years ago as part of an exercise to not only consider the feedback of our membership but to ensure our organization understood the demographic of the members we serve. The graphs below provide a snapshot of the SUSC community.



MEMBER SURVEY RESULTS

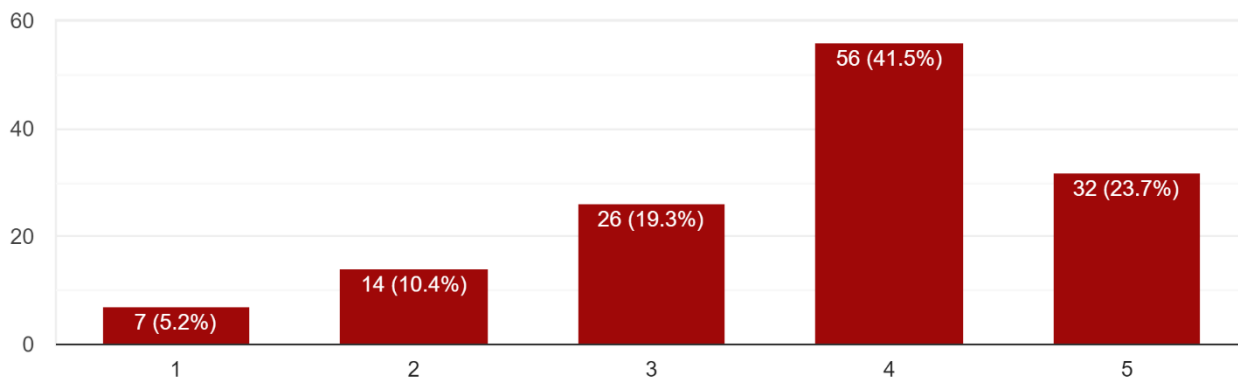
We began collecting responses to an annual member survey three years ago and collected 135 responses in this year's survey. We hope to have more members complete this survey annually as it really impacts and supports the direction of the club. The results are consistent with previous years and show the level of service and program delivery and community engagement expected by our members. The feedback we received the most this year was over the parking at Cloverdale Athletic Park and the field allocation process of the City of Surrey which left our growing club the only club in the City of Surrey that is now spread over three parks across the city.

*In all instances shown below 1= poor and 5 = excellent.



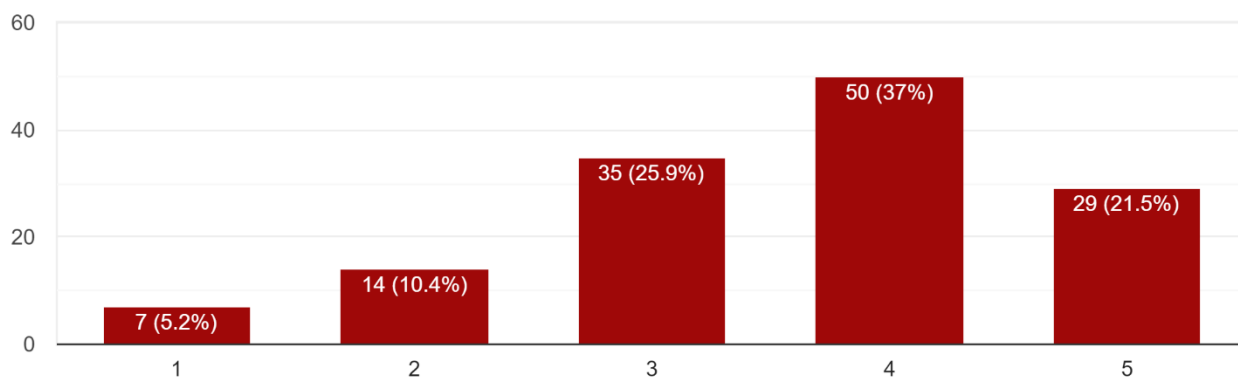
I feel the Club supports my own / my child/ren's enjoyment of team sports

135 responses



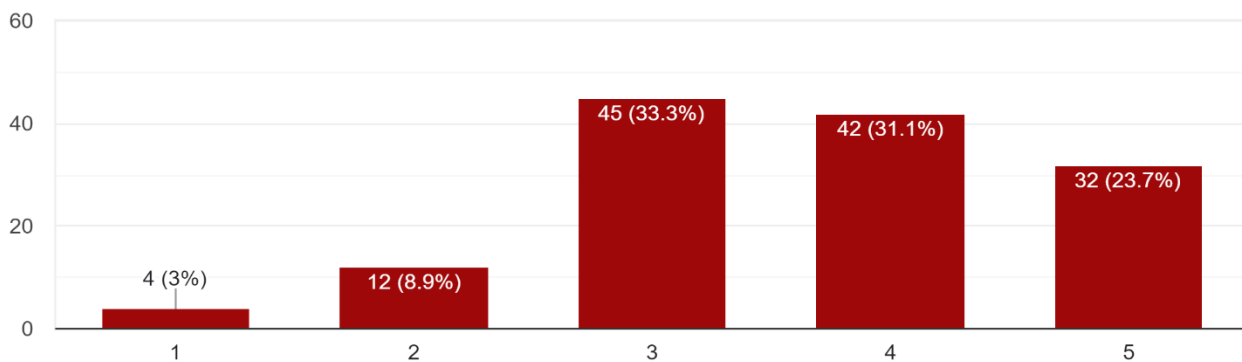
I feel the Club supports my own / my child/ren's athletic development

135 responses



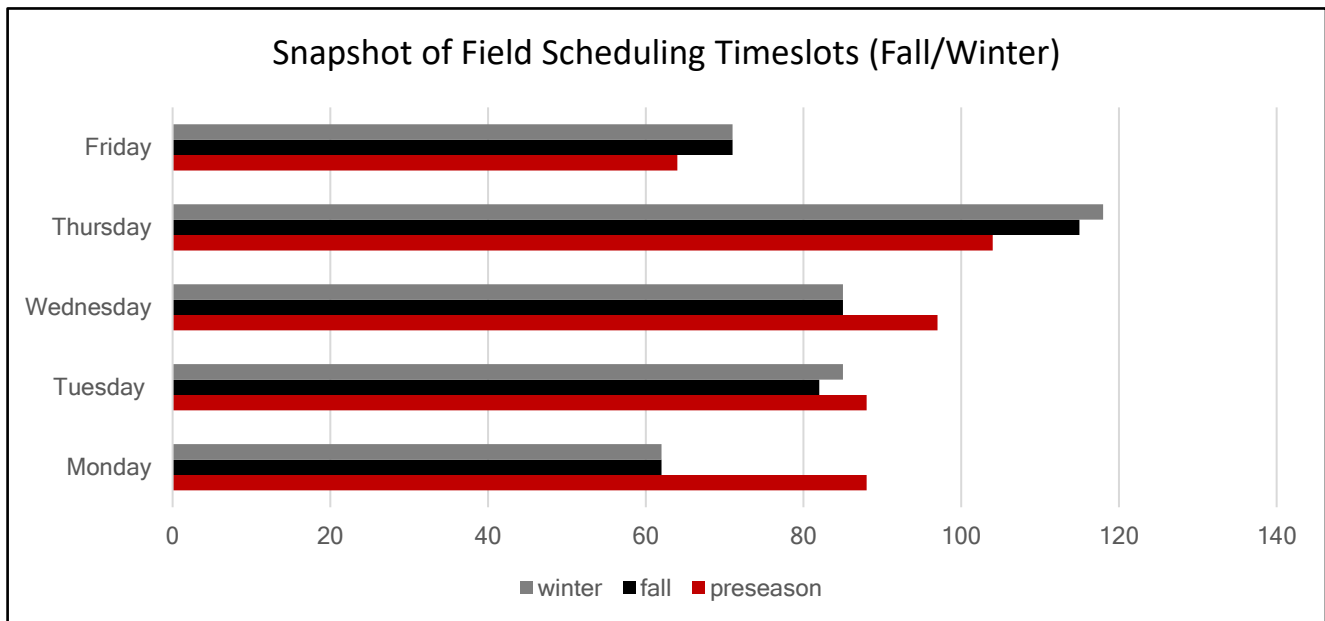
I feel the Club supports and promoted inclusion & diversity and my community engagement as a member of the Club

135 responses



FACILITIES SUMMARY

We are fortunate to have great fields at Cloverdale Athletic Park and surrounding schools. Careful planning and scheduling of our field space is of critical importance as we continue to grow. We are all very aware of the turf field shortage within Coverdale and in 2022-23 we were the first (and only) soccer club in Surrey to be allocated fields across three different major town center parks (Hjorth, CAP, Newton Athletic). We maximized and prioritized Cloverdale Athletic throughout Spring and Fall/Winter with only 2% of total field allocations going unused on a regular, weekly basis. Our scheduling team did an exceptional job trying hard to keep members close to home, younger members practicing between 5pm-8pm and maximizing our use of fields across all player programs.



Throughout the last several months of 2022 and into 2023, the Club has advocated very hard on behalf of its members with respect to the outdated Field Allocation Policy of the City of Surrey and the way in which it is being utilized to move our members away from their home park of Cloverdale Athletic Park and out to parks that are further than the next nearest physically located turf field. Our grass fields are amazing at Cloverdale Athletic Park, but turf field prioritization is important for several reasons, two of the most important being (1) they are not closed when it rains and (2) they are lit for use during longer hours.

While we prepared a Business Plan to present to Mayor and Council detailing a proposed park improvement plan for Cloverdale Athletic Park which includes a parking lot, additional turf fields, and an indoor turf training facility SUSC would construct and operate as the primary user group of the facility, we discovered some concerning statistics. Our members and Cloverdale resident should be concerned about these numbers as well. We have shared these below and shared them with the media¹ to inform our members and residents by providing a comparable to other areas of Surrey. Our scheduling team deserves an incredible amount of praise for the challenges these statistics confirm our club is facing; they have done an exceptional job all around.

¹ <https://www.cloverdalereporter.com/sports/concerns-raised-over-lack-of-turf-playing-fields-in-surrey/>



The City of Surrey has the second worst inventory of turf fields-to-soccer-registrant ratio in the lower mainland:

Municipality/District	Approx. Registered Youth Soccer Players	Artificial Turf Field Availability	Players per Artificial Turf Field	Ranking
Richmond	1795	10	179	1 (best)
Langley	3359	10	336	2
Vancouver	6726	19	354	3
North Fraser (Pomo, Coq, Poco, MR, PittM)	8948	21	426	4
Burnaby	4498	9	499	5
South Fraser (Surrey/Delta)	11016	21	524	6
Nvan (DNV/CNV)	5700	6	950	7 (worst)

Cloverdale Athletic Park provides less turf field time per soccer registrant.

Name of Surrey Town Centre	# of Youth* registrations 2022/23 fall/winter	# of artificial turf fields in the town center	# of registrants per artificial turf fields in that Town Centre	Ranking
Tom Binnie	300	1	300	1
Hjorth	1000	2	500	2
NAP	3100	5	633	3
SSAP	3300	4	825	4
CAP	3100	3	1033	5

Despite the population and registration growth in East Surrey, Cloverdale residents have had only one (1) turf field installed in East Surrey in the last seventeen (17) years.

NAP	2	2003	1
CAP	1	2004	2
SSAP	10	2005	3
CAP	3	2006	4
Tamanawis **	2	2006	5
Tom Binnie	1	2007	6
NAP	5	2008	7
Hjorth	1	2008	8
SSAP	9	2008	9
Hjorth	2	2010	10
Tamanawis **	1	2011	11
NAP	3	2012	12
SSAP	3	2014	13
NAP	1	2018	14
CAP	2	2018	15
NAP	4	2022	16
SSAP	8	2022	17

**Field Hockey Only

To read more the Club's proposal for park improvements click here: [Surrey United | Park Improvement Proposal \(surreyunitedsoccer.com\)](https://surreyunitedsoccer.com). We will be embarking on an exciting capital project ahead to see this project is approved and constructed in the next 2-3 years.

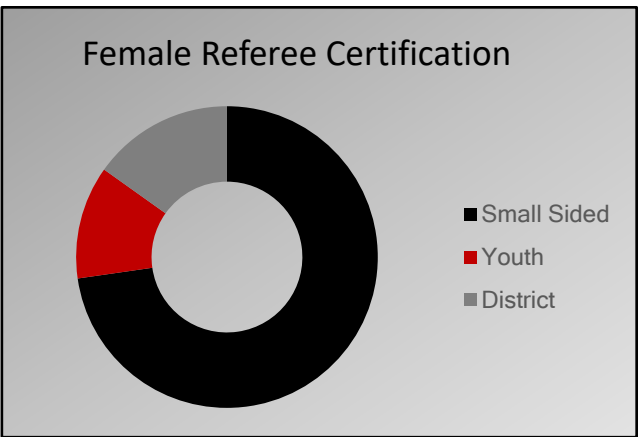
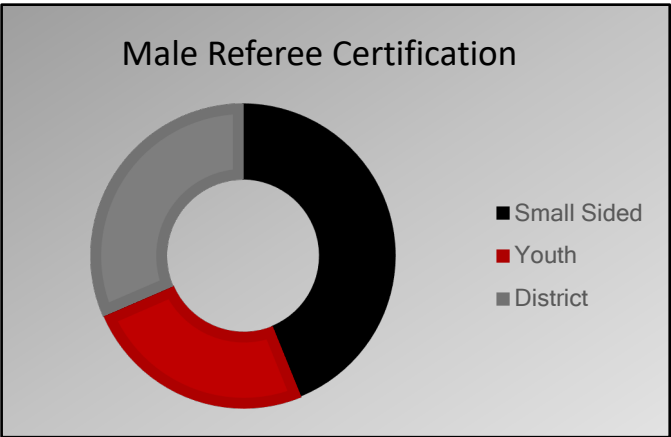
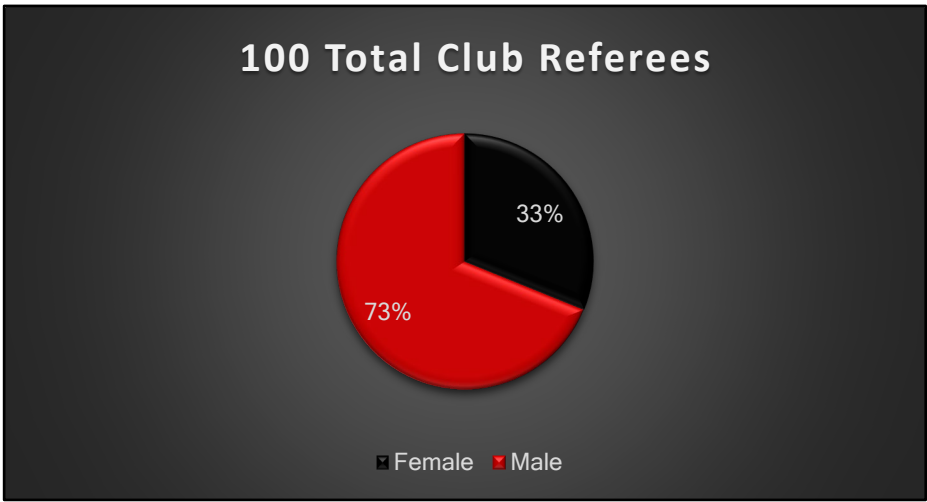
Finally, we re-engaged with the *Cloverdale Community Multi Sport Group* on the funding and completion of the covered multi-sport box project we started planning for prior to COVID-19. The discussions around the covering of the lacrosse box continued at various levels of government and the funding for this project was included in the preliminary City of Surrey draft budget under the newly elected Mayor and Council.



GAME OFFICIALS

Thanks to the continued and concentrated efforts of our seasoned referee development and scheduling team, we continued to develop a true referee community within the organization throughout 2022, building on the post-covid efforts to educate and certify new referees and recertify returning referees.

In total, we used 100-125 referees on average throughout 2022 and had an average of 85 games each weekend (averaging 75-95 games any given week) to schedule officials for.



COACH EDUCATION

Over the past year, our coaches (volunteer and staff) have taken coaching education upgrades and challenges to heart as represented in the chart below. We continue to seek to be the most certified soccer Club over the next 3-5 years and look forward to working with those looking to advance further in their coaching skill and certification as a SUSC coach.

