

**South Niagara Canoe Club**  
**Annual Report to the Membership**  
**2017**



by  
**Brian Roy**  
**SNCC Commodore**

## **Background:**

South Niagara Canoe Club (SNCC) was established in 2008 offering paddling sports (sprint canoe/kayak and dragon boat) to people of all ages and abilities. Located on the scenic Welland Recreational Canal, where we offer a wide range of programs from Canoe Kids Camp through to competitive sprint and dragon boat programs. 2017 represents the 10<sup>th</sup> full year of operation of SNCC.

The Club was founded through cooperative efforts of the Welland Recreational Canal Corporation (WRCC) and the Western Ontario Division of Canoe Kayak Canada (WOD) and located at the North Course of the Welland International Flatwater Centre. The club moved to its current location, the Pen Financial Flatwater Community Centre, in 2010. SNCC was initially supported through 3 years of financial subsidies provided by the WRCC; the Club became financially independent in 2011.

The 2017 season involved a change in management at the club, as our term of funding from Trillium for a club manager came to an end (2014-2017). Richard Dalton continued to coach at the club, with his focus on the Paracanoe program. We also saw KC Fraser take a leading role as head coach and dedicating lots of her efforts to our High Performance Canoe Kayak Program.

## **Mission of SNCC:**

To provide a safe and inclusive environment that offers participants the opportunity to participate in the sports of sprint canoe/kayak and dragon boat through a variety of competitive and non-competitive programs.

## **Strategy:**

The ongoing focus of our program delivery has been on the introduction of people to paddling sports. We continued our efforts and focused on grass roots paddling at younger ages, with emphasis on our canoe kids camp program and elementary racing program. These programs give more exposure of paddling to younger members of the greater Niagara community. This represents a long-term growth strategy as exposure of this age group to our sprint programs will hopefully lead to increased enrollments in all programs. This was our second year partnering with Brock University and we offered three weeks of Canoe Camp Programming in the afternoons, marketed by Brock Sports. These 3 weeks were a great success, and we hope to expand our joint offerings in the future. In total, we ran 7 weeks of camp, with the club offering some ½ day programs, full day

programs, and ½ day Brock programs. In total, we had 110 children go through our camp programs this year. We also received a grant from Mountain Equipment Coop to expand our camp offerings, and to help facilitate our club's move to the WIFC.

We undertook a renaming of our canoe/kayak programs this year, so that they were more representative of the goals of each program. Elementary Sprint Canoe/Kayak became Developmental Canoe/Kayak, while Developmental Sprint Canoe/Kayak became High Performance Sprint Canoe/Kayak. We continued to offer a variety of paddling programs this past season to club members and members of the community, including: Developmental Sprint Canoe/Kayak, High Performance Sprint Canoe/Kayak, Canal Dragons (recreational mixed dragon boat crew), Hope Floats (Breast Cancer Survivors), Warlocks (a mixed competitive dragon boat crew), and Waves of Women (Women's recreational dragon boat crew).

The club maintained a strong social media presence, which included our formal Twitter, Instagram and Facebook page. We continued to expand our use of our club website (<http://www.southniagaracanoecub.ca/>) (<http://www.sncc.ca>), and continue to use our club management software, Wild Apricot, to even more of its potential. Our website continues to be critical in the success of our Canoe Kids Camp program, and others, as feedback continues to demonstrate that most participants find us through the website and web searches. We would like to again thank Brian Roy for his continued donation of the web domains, associated domain registration costs, and email services to the club.

This season was our second season using Wild Apricot to manage the club membership and registration. We will likely have to upgrade our account in the next year, as we have almost reached 250 contacts for our club. Overall, the system has worked very well, as our knowledge of how to use the system has increased over the last year. A primary goal over the next year should be to transition fully to using the system for all registration and payments. The club also recently acquired a Square payment system which allows us to accept Interac payments up to \$100 in person and/or credit card payments of any amount, and fully interacts with our club management software (Wild Apricot). There are many features of the Wild Apricot System that club members can take advantage of, such as discussion groups and forums. We hope to continue to educate members on the advantages of Wild Apricot, not only for managing the club, but also for member communication, interaction and payments/accounting.

As stated in previous annual reports, fundraising continues to be a factor that the club needs to prioritize. The two main avenues for fundraising continues to be volunteer stipends based on our club members volunteering at events at the WIFC, and dragon boat rentals and team building sessions with outside

organizations. which are proving to be an important source of funds for the club.

The board has also started to undertake a strategic planning process this fall, which will continue into the new season. The goals of this process are to develop a clear vision and strategy for moving the organization forward and to better represent the vision of the majority of members and other stakeholders. Members will be receiving questionnaires in the near future to contribute their ideas and feedback on the club to help the board move forward in this process.

### Goals and Performance:

#### Club Membership:

In 2017 the Club's membership increased ~8.5% over 2016 (Figure 1). Canoe/kayak memberships experienced a slight decline (Figure 2A), while we observed a stable number of competitive dragon boat members, and an overall increased number of recreational dragon boat members (Figure 2B).

Figure 1. Total club member numbers by year.

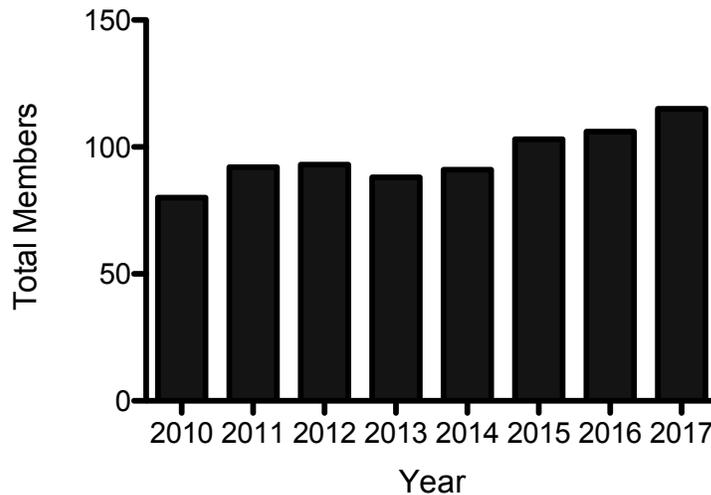
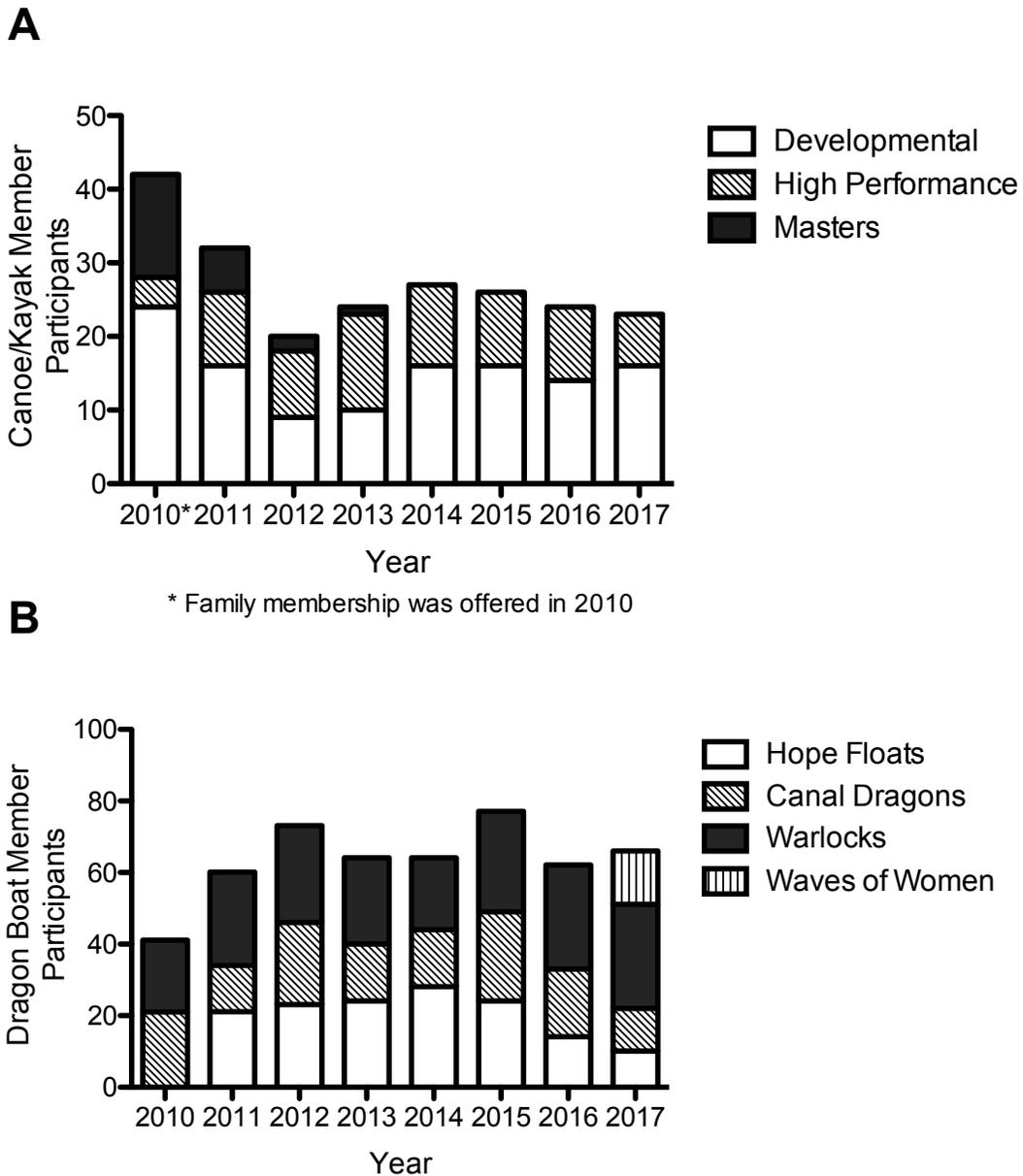


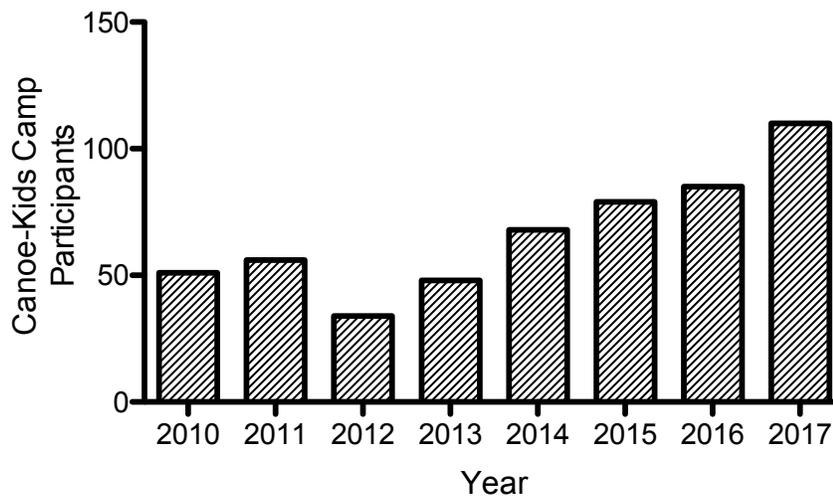
Figure 2. Canoe/Kayak (A) and Dragon Boat (B) member numbers by year.



We continue to provide non-member community programming to help diversify the club’s income, offset costs to members and expose more people to paddle sports. This also provides coaching opportunities to some of our high-performance canoe/kayak members. Over the last 6 years we have seen a continued increase in canoe-kids camp enrolment, and this season we had another rather large increase (Figure 3). In fact, this season was our best year ever for enrolment in these programs. The main driver behind the increase in participation

again this year was our partnership with Brock University Sports Camp. We again raised the weekly fees for our canoe-kids camp program, and will likely have to raise the fees again, as staffing costs will have to increase again this upcoming year, based on changes to the minimum wage in Ontario. In the upcoming year, camp will be undergoing some changes, as all camp programs will be run out of our new location at the WIFC. Our club marketed Canoe-Kids Camp for some full day sessions, half-day session and then the Brock Sports Camp participants came on the afternoons we ran half-day sessions in the morning. This arrangement provided our camp staff all day employment for 7 weeks over the summer. Overall, this arrangement worked very well, and it is our goal next season to increase the number campers per week for both the sessions we offer and the weeks offered with Brock Sports. The addition of ~5-7 campers per session would dramatically increase the profitability of the program, with limited increases in staffing costs.

Figure 3. Canoe-Kids Camp enrolment by year.



### **Club Visibility:**

The most important factor this year for the club with regard to visibility is the development of the new location at the WIFC. The development of the new location has taken significantly longer than was originally planned, but it is now moving forward and should be ready for next season. The ground was cleared and leveled, three shipping containers were acquired, and then placed by crane into position. Fencing of the site should begin any day. Moving to the WIFC should

increase the profile of the club as we will have our own facility. The containers will be painted in the spring and large custom SNCC wind screens will be placed on the fences to increase the club's visibility. Plans are in the works to submit additional grants in an attempt to further develop our new location.



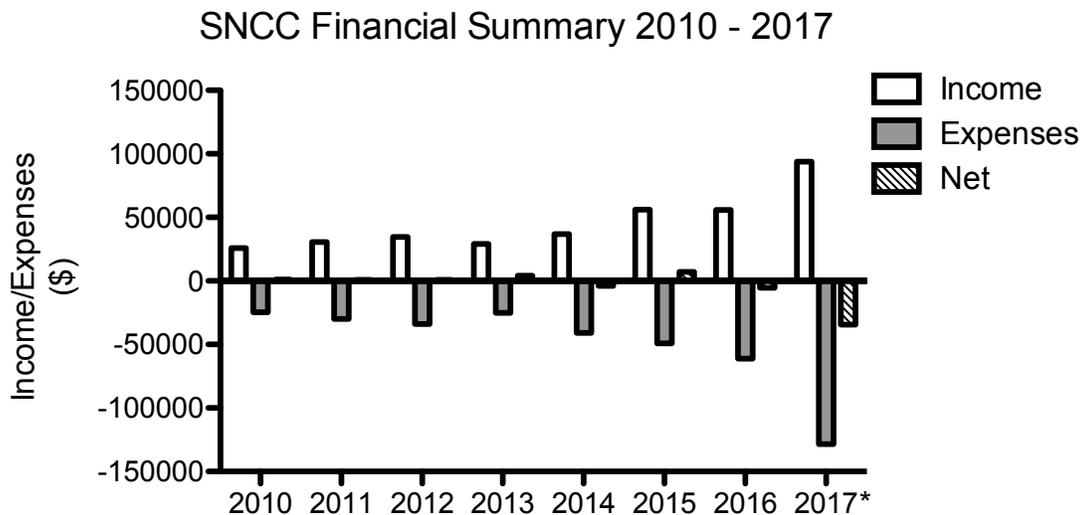
## **Financial highlights:**

The Club's finances continue to grow and become more complex with the varying grants, sources of revenue and other expenses. Based on our operations, excluding our grant income and equipment and service expenditures related to the grants, the club ended the 2017 season with a net loss of \$34,422.78 (Figure 4). However, our total bank balance as of Oct. 31, 2017 was \$39,334.63. Please note that as of this year, we are reporting our grant income and related expenses within these figures, whereas in the past we did not. This makes it look as if we had a large increase in both revenue and expenses. The reported loss is related to having received the Trillium Paddle-All grant during our last fiscal year, while most of the expenses related to the grant came out of the current fiscal year. In addition, we also had some expenses carry forward from the previous Trillium grant that are also being reported this year. We also received the MEC grant this year, yet not all of the expenses from this grant occurred during the current fiscal year, so we can expect a similar report next year. This will be clearly outlined when our accounting firm completes the formal financial statements for the club and includes assets and depreciation of assets. Just looking at operational income and expenses; we experienced an increase in revenues of ~13% and a decrease in expenses of ~10%. There was a large increase in insurance costs (↑20%), with most other costs staying relatively stable. On the revenue side, most growth was related to increases in revenue from Canoe-Kids Camp and membership/program fees, while we saw declines in volunteer stipends, donations, rental services and fundraising.

A new fundraising policy was implemented allowing groups within the club to fundraise for their own specific goals. We have yet to see how this policy change will affect the club, but we hope it will allow for slightly more autonomy for the different crews/groups within the club.

Based on our current financial position, and anticipated expenses, there will have to be slight adjustments to the annual membership fees and programming fees to cover increasing expenses. Hopefully we will see some growth in participation numbers for our various programs during the new season, which would stabilize pricing of our various programs.

Figure 4. Overall SNCC Revenues, Expenses, and Net.



**Fundraising Methods and Outcomes:**

We achieved another major milestone in 2017 with SNCC receiving its first ever private sector grant from Mountain Equipment Coop. The total value of the grant was \$30,935.00 and is being used for the development of our canoe-kids camp program and the relocation of this program and others to the WIFC. We also received some small volunteer stipends from events at the WIFC, but these were dramatically reduced from previous years. We would like to thank those members who’s volunteerism contributed to these stipends. Your time and efforts are greatly appreciated. We also received a number of donations from corporations, businesses, other canoe clubs, and members. Most notably, Balmy Beach Canoe Club continued the long-term loan of a war canoe, and the OCSRA continued to provide us with some coaching development. Finally, one of our coaches, Sally Rennick, donated all of her coaching time to the club which helped reduce our coaching costs by about 10%.

As has been continually stated in the last few year’s annual reports, we need to continue to strengthen our efforts in the implementation of our fundraising, sponsorship, and donation strategies. We encourage all members to get involved, as the board needs more assistance in seeking out long-term ongoing sponsorships and donors for our club. Furthermore, the board is also considering the implementation of a volunteer deposit that would be required to be provided, and then would be returned to members following a set number of volunteer hours

being down at either at events at the WIFC that provide stipends to the club, or work at the club.

The Club would also like to again extend a very large thank you to one of our members, Amy Proulx, for all her efforts in helping with the writing and submitting grants this year. The Club would also like to thank Carolyn Goodwin for all her efforts with regard to maintaining the finances of club, as this is a very large and critical task.

### **Outlook for the Future:**

We look forward to going back to where it all began for the club, at the Welland International Flatwater Centre. Our new location may pose a few challenges as we transition, but looking to the future, this can only help our club gain notoriety, plus it will raise the visibility of our club during events at the WIFC. We will also have to make some compromises for this move, as there will have to be adjustments to programming during events at the WIFC.

Again, this year our athletes had great success as individual paddlers and as a club. Many athletes again achieved personal bests this season, and many of our dragon boat teams also experienced success. The Warlocks competed at Nationals in combination with some other clubs, with their crews qualifying to attend Club Crew Worlds in Hungary in 2018. We also had the largest number of canoe/kayak athletes competing at nationals in the history of our club. Additionally, the club achieved its greatest number of points ever at CKC Nationals.

Membership continues to grow, albeit at a slow rate. The club needs the membership to continue to embrace the online registration and payment system. This will dramatically help to reduce the workload with regard to registration and accounting, allowing more time to work on other aspects of club management.

We are also going to have to try to continue to control costs, as the large investment in infrastructure this year comes with ongoing expenses. The acquisition of new equipment through the latest Trillium and MEC grants, contributed to the very significant rise in our insurance costs. However, they also present us with the opportunity to expand program offerings with an expansion of our canoe kids camp, addition of a para-canoe program and even the possibility of resurrecting a master's canoe/kayak program, which should all help to attract new members.

## **Organizational Structure and Leadership:**

It is essential that we get more members involved in the running of the club at the board level, committee level and volunteer level. We are a not for profit corporation that relies on members to help share the load of managing/maintaining our club. As with every year, there will be turnover of some board members. We continually need to get more members involved with the administration and management of the club.

We also need members to continue to assist in promoting the club through the sharing all of our social media posts and for members to bring friends, neighbours, family members and colleagues out to come and try canoe/kayak and dragon boat. We will also continue to need members with technical skills to help around the compound, to maintain our equipment and help to build storage racks in the new compound.

## **Governance:**

I would ask the membership to extend a huge thank you to those members who served on the board of directors for 2017. Their dedication and efforts are very much appreciated and most members really can't appreciate all the work that goes on behind the scenes. The members who served on the board in 2017 were: Ian Tate, Carolyn Goodwin, Lynda Bridgeman, Emily Johnson, Kathleen Reardon, Liz Guitard, Brenda Arndt and Brian Roy. New board members will be determined at the AGM.

## **Opportunities:**

Looking forward to 2018 we continue to need a renewed focus on ways to increase our revenue generating streams, including programs, fundraising and grants. We are now establishing a new club facility at the WIFC, and a major focus for us needs to be obtaining additional grants to further develop and enclose our facility. We also still need to establish a strategic plan to help provide guidance for our future efforts. We look forward to working with the City of Welland to continue our partnership in being stewards of our waterway and providing paddling opportunities to residents of Welland, Niagara Region and beyond.

### Commodore's Note (Brian Roy):

I have served on the board of SNCC since 2009, and have served as commodore since 2010. This report is my last as commodore, as I will be stepping down at the end of our 2017 Annual General Meeting. It has been a pleasure to work with such amazing people and to help build our club to what it is today. I look forward to seeing SNCC athletes compete at the highest level and cheer them on all around the world. I wish the club the best going forward for the future.

SNCC has received support from:



# **SOUTH NIAGARA CANOE CLUB**

Financial Statements (unaudited)  
for the Year Ended October 31, 2016  
and Notice to Reader

# **SOUTH NIAGARA CANOE CLUB**

FINANCIAL STATEMENTS

OCTOBER 31, 2016

(unaudited - see Notice to Reader)

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CHARTERED  
PROFESSIONAL  
ACCOUNTANTS

DURWARD JONES BARKWELL  
& COMPANY LLP

Big enough to know. SMALL ENOUGH TO CARE.

## NOTICE TO READER

On the basis of information provided by management, we have compiled the statement of financial position of South Niagara Canoe Club as at October 31, 2016 and the statement of loss and net assets for the year then ended.

We have not performed an audit or review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

*Durward Jones Barkwell + Company LLP*

**Durward Jones Barkwell & Company LLP**  
**Licensed Public Accountants**

**January 24, 2017**



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## SOUTH NIAGARA CANOE CLUB

STATEMENT OF LOSS AND NET ASSETS  
YEAR ENDED OCTOBER 31, 2016  
(unaudited - see Notice to Reader)

	<u>2016</u>	<u>2015</u>
<b>REVENUE</b>		
Canoe kids camp	\$ 5,726	\$ 6,779
Canoeing/ kayaking	6,810	7,195
Contributions	-	11,160
Dragon boat	26,987	24,597
Fundraising	1,280	1,170
Government grants	29,044	36,101
Race fees	9,085	-
Rentals	5,604	4,575
Volunteer stipend	2,834	-
	<b>87,370</b>	<b>91,577</b>
<b>GENERAL AND ADMINISTRATIVE EXPENSES</b>		
Advertising and promotion	225	1,622
Bank charges and interest	185	203
Banquets and meetings	-	220
Boathouse costs	651	716
Coaching	27,892	23,499
Depreciation	2,705	1,901
Dues and fees	6,909	2,729
Rent - equipment	6,133	4,278
Insurance	3,741	3,548
Interest on long-term debt	4	117
Office - printing, copying and supplies	1,597	1,506
Professional fees	2,147	2,825
Race fees	6,035	-
Repairs, maintenance and fuel	1,116	779
Trillium	28,924	32,985
Travel	1,322	356
	<b>89,586</b>	<b>77,284</b>
<b>EXCESS OF (EXPENDITURES OVER REVENUES) REVENUES OVER EXPENDITURES</b>	<b>(2,216)</b>	<b>14,293</b>
<b>SURPLUS, BEGINNING OF YEAR</b>	<b>30,077</b>	<b>15,784</b>
<b>SURPLUS, END OF YEAR</b>	<b>\$ 27,861</b>	<b>\$ 30,077</b>

# SOUTH NIAGARA CANOE CLUB

STATEMENT OF FINANCIAL POSITION

OCTOBER 31, 2016

(unaudited - see Notice to Reader)

	<u>2016</u>	<u>2015</u>
<b>ASSETS</b>		
<b>Current assets</b>		
Cash - Operating	\$ 6,611	\$ 15,160
- Trillium	85,605	14,089
- Lottery	1,695	478
Prepaid expenses	2,798	2,371
	96,709	32,098
<b>Equipment and leasehold improvements (Note 1)</b>	18,916	14,690
	\$ 115,625	\$ 46,788
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued charges	\$ 2,159	\$ 2,000
Deferred grant	85,605	14,149
	87,764	16,149
<b>Due to Welland Recreational Canal Corp, repaid during the year</b>	-	562
	87,764	16,711
<b>NET ASSETS</b>		
<b>Surplus</b>	27,861	30,077
	\$ 115,625	\$ 46,788

Approved by the Board:

..... Director

# SOUTH NIAGARA CANOE CLUB

NOTE TO THE FINANCIAL STATEMENTS

OCTOBER 31, 2016

(unaudited - see Notice to Reader)

## 1. EQUIPMENT AND LEASEHOLD IMPROVEMENTS

	<u>2016</u>		<u>2015</u>	
	Assets at Cost	Accumulated Depreciation	Assets at Cost	Accumulated Depreciation
Canoeing equipment	\$ 12,415	\$ 2,993	\$ 5,483	\$ 1,504
Computer equipment	1,152	1,007	1,152	829
Leasehold improvements	15,000	5,651	15,000	4,612
	<b>28,567</b>	<b>9,651</b>	21,635	6,945
		<b>\$ 18,916</b>		<b>\$ 14,690</b>