



South Niagara Canoe Club

Annual Report to the Membership

November 2017 through March 2019

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Origin & History

South Niagara Canoe Club (SNCC) was established in 2008 to offer recreational and competitive opportunities in paddling sports including sprint canoe/kayak and dragon boat, to people of all ages and abilities. Located on the scenic Welland Recreational Canal, SNCC's wide range of programs across multiple age groups, ranging from Canoe Kids Camp through to competitive sprint and dragon boat programs. 2019 represents the 11th 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 the Pen Financial Flatwater Community Centre, in 2010. The club moved back to the original site to begin the on-water season in May 2018. SNCC was initially supported through 3 years of financial subsidies provided by the WRCC; the Club became financially independent in 2011. For further historical information about SNCC, please visit sncc.ca

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.

Program Offerings

A summary of program offerings to our membership and community in 2018

Youth Programs

Canoe Kids Camp: week-long summer camps, teaching basic skills of flatwater sport and water safety, in a fun and active environment

Developmental Canoe/Kayak Program: learning basic paddling competency in singles and crew boats, in an encouraging, non-competitive atmosphere

Developmental+ Canoe/Kayak Program: same program as Developmental, with the addition of introductory race preparation and several competitions

The focus on youth and child programming represents a long-term growth strategy for SNCC as exposure of this age group to our sprint programs is a primary generator of increased enrollment in programming targeted at teenagers and early adults. For the third year we partnered with Brock University to offer three weeks of Canoe Camp Programming in the afternoons, marketed by Brock Sports. These 3 weeks were a great success, and we plan to continue our partnership with Brock in 2019. In total, we ran 8 weeks of camp, with the club offering five weeks of full-day programming and three weeks of half-day programming, our half-day sessions were complemented by hosting the Brock camp in the afternoons. In total, we had 110 children go through Canoe Kids Camp in 2018.

Adolescent & Adult Programming

Canal Dragons: adult recreational mixed dragon boat, focusing on camaraderie, fun and fitness, optional racing in 2-3 festivals annually

Warlocks: mixed competitive dragon boat, focusing on high performance with an expectation of off water training during the spring and summer; a program for people who are motivated to train and compete

Hope Floats: Breast Cancer Survivors. This program is for breast cancer survivors of all ages and abilities with a focus on fitness and health with optional racing in festivals annually

High Performance Sprint Canoe/Kayak: Intermediate/Advanced level training in competitive canoe and kayak. Athletes train 7+ times each week year round and focus on preparation for summer racing season.

New Programs in 2018

Two new programs were offered for the first time in 2018

Parakayak: Para kayak is an adaptive paddling program that offers on and off water activities to both youth and adults with a physical disability (mobility impairment, amputation, cerebral Palsy, CMT disease, etc). The goal of the program is to introduce the participant to the sport of sprint kayak at a recreational level, teaching them in a fun and safe environment. For interested participants, there is opportunity to compete at regional, provincial and national level

Masters Kayak: weekly paddling sessions for adults, focusing on the basics of kayaking and general fitness, seasonal racing opportunities available.

SNCC's two new programs in 2018 were a continuing legacy of the successful Trillium award to SNCC in 2017 for investment in boats and equipment to build our parakayak programming. The groups were small in 2018 and lots was learned; heading to 2019 there will be ample opportunity to grow/expand these programs (see Recruitment).

It is important to note that the WIFC is an accessible facility and a legacy of the Toronto 2015 Pan American Games; SNCC is currently the only organization that provides programming that specifically utilizes this advantage the facility offers.

Strategic Plan

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. The following report has been provided by the Strategic Planning Committee which outlines their process to date.

Background

In June 2018, the Board approved an Ad Hoc Committee to address a strategic plan for South Niagara Canoe Club. Committee members: Steve Levkoe, Kathleen Reardon, Lindsay Sale, Tracey Pidgeon, Ian Tate. Brenda Arndt joined in August. The Board suggested an SNCC coach and an SNCC canoe-kayak paddler be invited to be on the committee.

In July 2019, the Strategic Planning committee adopted a strategic planning model based on the document *Ten Keys to Successful Strategic Planning for Non-Profit and Foundation Leaders*. The six components of our plan are Mission, Vision and Values Statements; Goals and Objectives; Strategies and Tactics; and Implementation Plans. Other resources used in designing our Strategic Plan included Minutes of the December 7, 2015 SNCC Board meeting; Carolyn Goodwin's August 3, 2016 email to SNCC Board; and Sally Rennick's South Niagara Sustainability Plan, 2015-2016.

SNCC's Strategic Plan

The Strategic Planning Committee recognizes the need to work within an emergent design to address both the immediate and long-term needs of our club. Below is a summary of our actions to date as they relate to our planning model. The areas not addressed this year are included in **2019 Next Steps** at the end of the report.

The six stages of SNCC's model are:

1. Mission Statement – WHY DO WE EXIST?
2. Vision Statement – THE IMPACT OF OUR WORK
3. Values Statement – VALUES: WHAT DO WE BELIEVE IN
4. Goals and Objectives – WHAT DO WE WANT TO ACCOMPLISH?
5. Strategies and Tactics – HOW WILL WE ACTUALLY ACCOMPLISH OUR GOALS AND OBJECTIVES
6. Implementation Plans – WHAT ARE OUR PRIORITIES?

Mission Statement: WHY DO WE EXIST?

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

Vision Statement: THE IMPACT OF OUR WORK

To be decided

Values Statement: WHAT DO WE BELIEVE IN?

To be decided

Goals and Objectives: WHAT DO WE WANT TO ACCOMPLISH?

Make SNCC financially sustainable

Strategies and Tactics: HOW WILL WE ACTUALLY ACCOMPLISH THIS WORK?

Programs

Dragon Boat Programs – see Strategic Plan for Dragon Boat Program; IBCPC Festival bid (available upon request)

Canoe-Kayak – to be decided

Administration/Management (Revenue, Financials)

See Diagram "Strategic Plan: Structure to Create Sustainability

Communication

See Yearly Planning Calendar; see Dates/Locations for monthly Board meetings

Implementation Plans: WHAT ARE OUR PRORITIES/HOW CAN WE PURSUE OUR PLANS IN A LOGICAL AND FEASIBLE FASHION?

- Board-approved strategic plan for Dragon Boat program including adoption of descriptors and “Look – fors”
- Long range planning calendar of monthly activities and 2019 Board meeting date/locations created in December 2018
- -IBCPC Festival bid for 2022 developed in collaboration with outside resources and submitted to festival planners in January 2019.
- Board-approved Strategic Plan Model: Structure to Create Sustainability

2019 Next Steps

The Strategic Planning Committee will continue to address the implementation plans, approved by the Board in 2018 to monitor the effectiveness and need for revisions of these plans.

Suggested Future Initiatives

1. Revisit the six-stage Strategic Planning Model for revisions
2. Additions to Dragon Boat Strategic Plan such as Learn to Paddle Program and other recruitment strategies; collaboration and communication strategies for coaching team and paddlers
3. Strategic Plan for Canoe/Kayak
4. Club Fundraising Plan to raise significant funds for programs/infrastructure
5. Promotion of SNCC within our club and with outreach to community by membership through effective communication process
6. Continue to refine budget process.

Fundraising & Volunteering

Fundraising continues to be an area where SNCC can improve and looking to 2019 should be an operational priority. The two main avenues for fundraising in recent years have been (a) volunteer stipends based on our club members volunteering at events at the WIFC, and (b) dragon boat rentals and team building sessions with outside organizations. A fundraising committee was formed in 2018, and their first event, a 10th anniversary Spaghetti dinner, was a huge success raising over \$3,000 in one evening; a huge congratulations to the organizing committee.

Many members continue to donate their skills, efforts and gifts to help keep the club moving smoothly on a day to day basis. The club is thankful for all contributions from the smallest to the largest, everything helps to make our club successful.

Communications

Sharing information with our members is a priority for the SNCC Board of Directors and Staff. To this end the club continues to maintain a significant online presence through our website sncc.ca and social media presence which includes Facebook, Twitter and Instagram. and continue to use Wild Apricot as a primary way to share information and connect with our members.

Online

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.

The board welcomes any and all input from experienced social media users about how we can improve our online reach and impact, please send us an email: info@sncc.ca with any ideas you have!

Don't forget to follow us!

Facebook, Instagram & Youtube: South Niagara Canoe Club

Twitter: [@sncc4](https://twitter.com/sncc4)

Website: www.sncc.ca

Visibility

- *Clubhouse:* With our new home at the site of the Welland International Flatwater Centre, SNCC has a great opportunity to advertise and promote our club to the many passers by on the Greater Niagara Circle Route Trail, and the many participants in events at the WIFC annually. To assist with this the club will be painted in early 2019, and new tents have been ordered with information on how to connect with SNCC; these tents will be on display at our own location and at many events our crews will travel to in other locations.
- *Website:* We continue to develop the website to provide more information on every aspect of the club.
- *Business cards:* were developed and handed out throughout the Niagara Region. When used with face to face contact between members and potential new members these cards can be an inexpensive and powerful recruitment tool. We

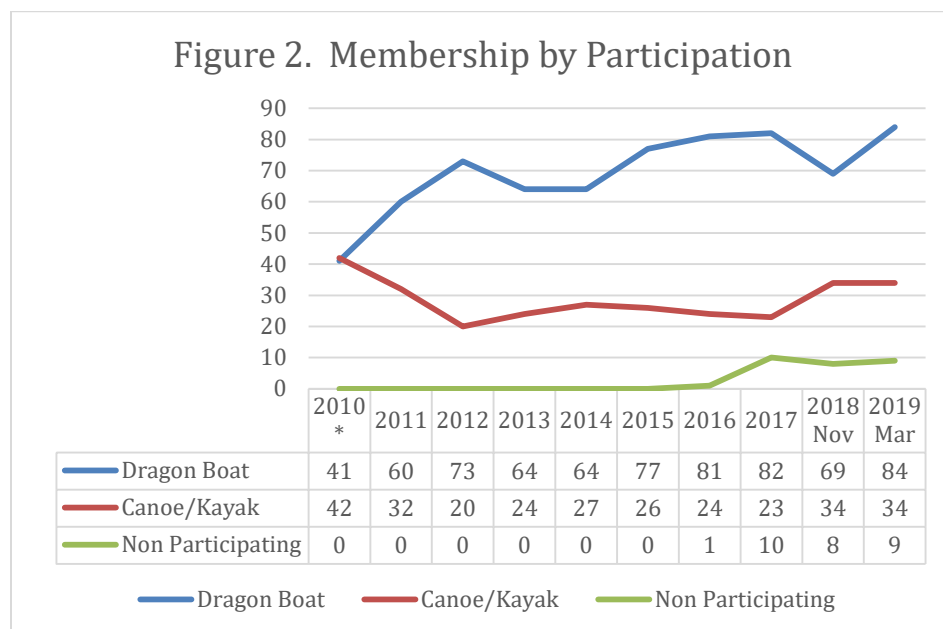
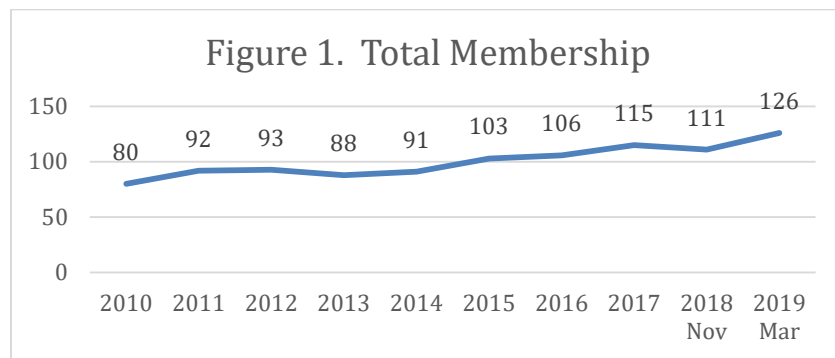
plan to make these cards available so every club member can always have a supply of them.

- *Event Promotions:*
 - South Niagara Canoe club had a booth at the 2018 & 2019 Family Community Day Expo, Pelham. This year for handouts we had a new club pamphlet, the Hope Floats pamphlet and the business cards. We had a draw for a free dragon boat or canoe/kayak session which provides the club with contacts of people interested in paddling sports. Follow up invitations are in the works. The photo boards created for the 10th Anniversary Fundraiser were a great addition to our display.
 - We also had a booth at the Rankin Run in May 2018, where we held a draw for a free one-hour dragon boat session. Twenty-two members participated in the event and contacts acquired led to recruiting a couple of new members and a Dragon Boat Rental fundraiser with Niagara College raising \$900.00.
 - We took advantage of our proximity to the WIFC during the Welland Dragon Boat Festival and handed out posters and invitations to community teams to come paddle with us.
- *Dignitaries:* The Fundraising Committee did a good job raising club visibility through inviting diplomats and non members to join us for our 10th Anniversary Fundraiser. Going forward we will use this strategy whenever appropriate.
- *International Breast Cancer Paddling Festival (aka IBCPC):* SNCC together with Hope Floats, our Breast Cancer Survivor Dragon Boat Crew, The City of Welland and Dragon Boat Canada have submitted a bid to host the 2022 International Breast Cancer Survivor Dragon Boat Festival. The second round of bidding will take place over the next few months. If we win the bid, one of the benefits will be raising our profile throughout the Niagara Region.

Recruitment

An ad hoc Recruitment Committee has been formed to put together a recruitment plan designed to recruit new members for all programs within SNCC. The first recruiting initiative was implemented for the dragon boat winter programs resulting in a 22% potential increase in dragon boat members, representing a 14% potential increase in members overall. The committee will have an eye to raising club visibility with each recruitment tool implemented.

One of the priority projects includes a Learn to Paddle Program that should increase our visibility throughout the community. This plan will include many of the elements included in the communications section, and outreach at events in particular. Several events are scheduled for 2019 with more to follow, including a large Provincial Parasport conference in Niagara Falls.



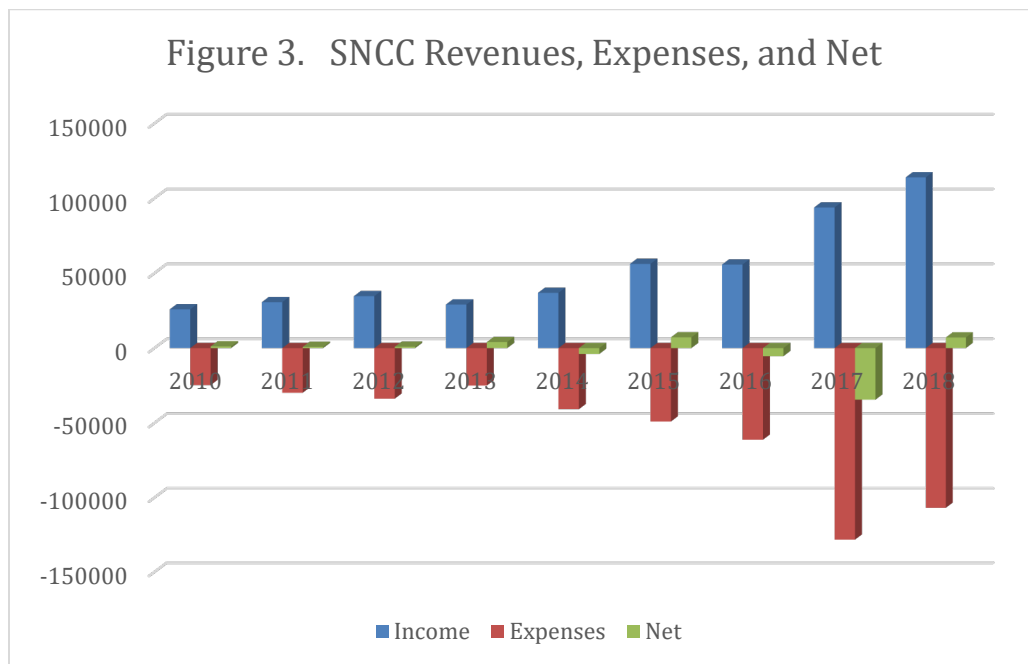
*2010 SNCC offered a family membership and a masters canoe/kayak program

Financial Highlights

The following bullets share the key financial information for South Niagara Canoe Club between November 2017 and October 2018:

- The club ended the 2018 season with a net profit of \$7,090 (Figure 4).
- Total bank balance as of Oct. 31, 2018 was \$2,605
- Operationally before any grant revenue or related expenses we ended up with a loss of \$9,099, the difference relates to grant revenue of \$21,713, Trillium operational spend of \$5,524. The remaining amount grant expenditure related to capital spend including the fencing for the club and para equipment
- Overall the club experienced an increase in operational revenue of \$27,204 of which \$7,592 is timing related Brock Kids Camp and Volunteer Stipends for the prior fiscal, the deposits were made in November 2017. The remaining increase in revenue is driven by increased membership fees +\$1,810, program revenues \$15,931 and rentals \$3,057.
- Operational expenses increased year over year \$27,037 driven by coaching \$17,970 (last fiscal included Trillium funding related to club management and coaching), and depreciation \$7,040.

In the upcoming year we are striving for growth in participation numbers for our various programs during the new season, to stabilize pricing of our various programs and membership fees.



Additional Financial Information

Membership Fees

Our membership fees are designed to cover the fixed costs of the club; however, in order to keep them low and to purchase new equipment fundraising remains an essential part of our revenues. 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.

The large investment in infrastructure and acquisition of new equipment came with ongoing expenses and contributed to the very significant rise in our insurance costs. However, they also present us with the opportunity to expand program offerings and increase visibility, which should all help to attract new members.

Due to the substantial increases in expenses, in order to cover the clubs fixed costs through memberships fees alone, we would have to either double our fees, increase membership 100% or a mixture thereof. We are not raising membership fees this year. Therefore, we will continue to offset our fixed costs with Canoe Kids Camp, Dragon Boat Rentals, fundraising, grants and sponsorship as we focus on growth. We have reintroduced the family membership, established an ad-hoc Recruitment Committee, and increased our marketing budget for 2019 with the goal of increasing membership.

Programming

Our programming fees are designed to cover the costs of the program. We make every effort to accurately estimate the participation; however, most of our programs fluctuate from year to year. Therefore, we build in a small profit in our pricing structures. Where there is a profit it is put back into the club to cover any losses from other programs and toward new expenditures. When a program suffers a loss, the board will reassess with an eye to keeping the program sustainable in the future.

Dragon Boat Rentals

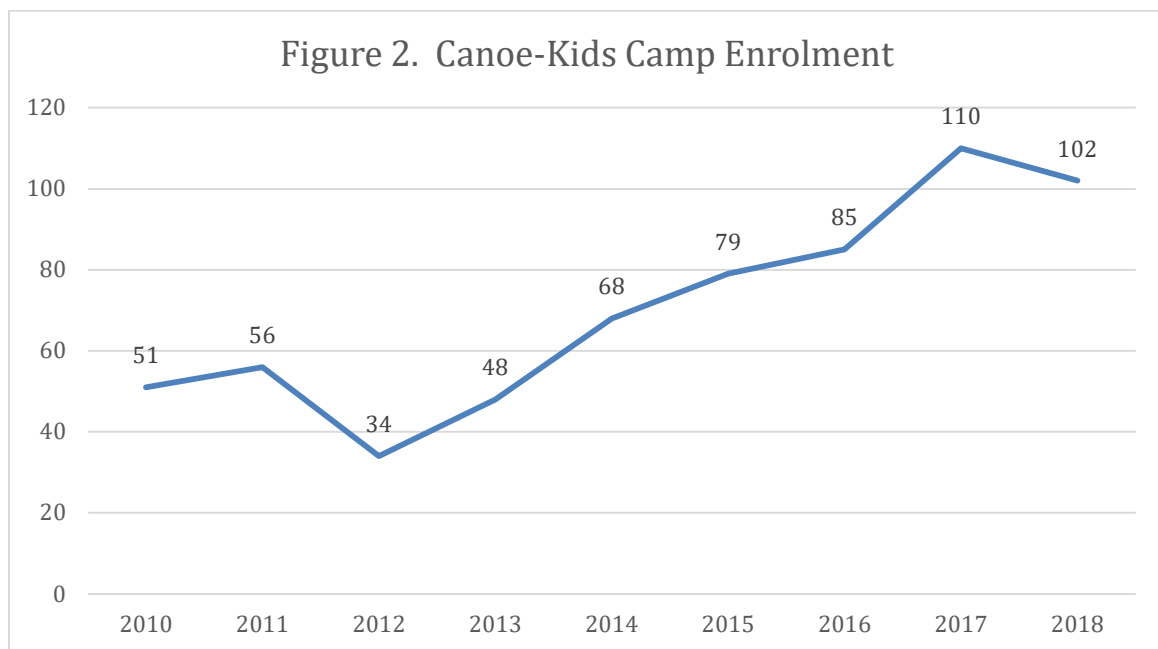
Dragon Boat Rentals and Team Building Exercises continue to be a good source of revenue bringing in \$4200 over the 2017/18 fiscal year.

Our members are encouraged to take full advantage of this rental program. It is an excellent and inexpensive team building and social activity for your family & friends or workplace. In addition, any SNCC crew has the option to book a dragon boat outside of programming hours, with the only costs being paying for a coach or steersperson and \$10.00 for each non-member in the boat. The rental schedule can be found on the website.

Canoe Kids Camp

Canoe Kids Camp continues to contribute to revenues with a net contribution of \$3,370 last year. We provide this non-member community program 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.

The main driver behind the large increase in participation in 2017 was our partnership with Brock University Sports Camp. In 2018, we increased the number of weeks from 7 to 8 and raised the weekly fees for our canoe-kids camp program for 2018 and experienced a slight decrease in participation and revenue.



Fundraising Revenue

Volunteers continue to be key for fundraising and keeping costs down. We thank all our members for the dedication and passion they show as they represent our club on a regular basis.

The 10th Anniversary Fundraiser Spaghetti dinner was very successful and not only raised \$3,000.00 for the club but was a fun social event for all members. This fundraiser was held in November, and therefore the first of many we hope to have during the 2018/19 fiscal year. We look forward to more fundraising initiatives coming out of our very creative membership.

We also received \$2,000 in volunteer stipends from events at the WIFC. We would like to thank those members whose volunteerism contributed to these stipends. Your time and efforts are greatly appreciated.

We also received a \$200.00 donation from Heidi Harper in lieu of sending out Christmas cards and as a thank you for honouring her daughter Jackie Harper in a dragon boat naming ceremony.

Once again one of our coaches, Sally Rennick donated approximately 100 hours of coaching time to the club general revenues, reducing our coaching costs by roughly \$3,200.

Outlook for the Future

With the introduction of a Strategic Planning Process, Recruitment Committee and a focus on marketing we expect growth in membership and sustainability.

On behalf of the membership we would like to extend a huge thank you to those members who served on the board of directors for 2018. Their dedication and efforts are very much appreciated, and it is easy to overlook all the work that goes on behind the scenes.

The members who served on the board in 2018 were: Commodore: Ian Tate, Vice Commodores: Tracey Pigeon & Brenda Arndt, Secretary Kathleen Reardon, Treasurer: Annie Eckhardt, Registrar: Emily Johnson, Directors at Large: Lynda Bridgeman, Susan Humphries, Liz Guitard who took on the role of Fundraising coordinator, Steven Levkoe & Lindsay Sale who took on the huge task of developing a Strategic Planning Process, and non-voting Co-Vice Commodore Canoe/Kayak Richard Dalton.

With the change in timing for the AGM to align with our membership year instead of our fiscal year, we brought on 3 new board members in November 2018, Marilyn Abbs, Carolyn Swan and Janet Corbett. As of November 2018, Lynda Bridgeman and Emily Johnson have resigned from the board. Having served on the board of South Niagara Canoe Club for 6 years, our Commodore Ian Tate will be stepping down for a minimum of one year, as per our by-laws. Ian will continue to serve on a consulting basis and has taken on the project of painting the clubhouse.

Please join us in extending a big thank you to Ian, Lynda and Emily for the years of service they have dedicated to our club.

Current board members intending to serve again beginning March 21st for the 2019/20 membership year are: Brenda Arndt, Tracey Pigeon, Kathleen Reardon, Annie Eckhardt, Susan Humphries, Liz Guitard, Richard Dalton, Lindsay Sale, Steven Levkoe, Marilyn Abbs, Carolyn Swan and Janet Corbett. Heather Cairnie and Alan Wright have submitted their intentions to serve.

Opportunities

Looking forward to 2019 we will continue to focus on ways to increase our revenue generating streams, including increasing membership & program participation, fundraising and grants. A major focus for us needs to be obtaining additional grants to further develop and enclose our facility.

Throughout 2019 the board will establish clear goals & objectives, define and document current processes, prioritize, implement and document new processes, programs and projects through the strategic planning process to provide sustainability and guidance for our future efforts.

South Niagara Canoe Club, Hope Floats Breast Cancer Survivor Dragon Boat Crew, the City of Welland and Dragon Boat Canada have entered a bid to host the 2022 International Breast Cancer Survivor Dragon Boat Participatory Dragon Boat Festival. With over 4,000 Breast Cancer Survivors in attendance at the 2018 event, we anticipate many positive outcomes if we win the bid. The bid group has been successful in having the initial bid accepted by the selection committee and will now be hosting IBCPC representatives in Welland as part of the second phase of evaluation in early May. By the end of summer 2019 we will know if we have been successful!

We look forward to our continued partnership 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.

SNCC has received support from:

