



**SAIL·VOILE CANADA**

# **ANNUAL REPORT**



**2019 - 2020**

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**SAIL·VOILE  
CANADA**





# TO OUR MEMBERS & SUPPORTERS



## A Message from the Chair

Hello and thank you for taking the time to review Sail Canada's inaugural full length annual report – for this past 2019-2020 year.

In competitive sailing, we generally rely on **\*performance\*** (boat speed, crew work, etc) in order to be successful in any given race or regatta.

Sailors also work to **\*anticipate\*** expected sailing conditions to help plan for their path to success and, when things do **\*not\*** go as planned, successful sailors rely on the **\*agility\*** of their crew to quickly **\*adapt\*** to new circumstances that they face and find a way to win!

With the onset of COVID-19 back in March, clubs, sailing schools, provincial sailing associations and the Sail Canada team have had to show tremendous agility in adapting their organizational strategies and operational plans to address the realities of working and sailing in a pandemic-altered world.

Throughout these last six months and working through our provincial sailing association partners, the Sail Canada team has been focused on providing direction and resources to help our member clubs and other stakeholders navigate through the many issues related to the pandemic in order to survive and even thrive at times in this new reality.

From pivoting to virtual training sessions, to providing guidelines and recommendations for “sailing under COVID”, to holding our first “Virtual AGM”, all of us who comprise Sail Canada – staff and volunteers alike – have been continuing to work towards the success of our sport in all of its many and varied forms across Canada.

As we look

ahead to 2021 and beyond, the Sail Canada leadership team is in the process of re-evaluating the organization's priorities and strategies, through renewal of our Strategic Plan – an exercise which will most certainly include planning for sailing's “COVID recovery” in the coming months and years.

In order for us to successfully anticipate and plan for our future, we are in the process of reaching-out to a wide representation of members through surveys and follow-up discussions, and we absolutely invite your participation and engagement in these activities! We are **\*ALL\*** Sail Canada!

It seems certain that the coming years will have more surprises in store for us and, even so, I am confident that Sail Canada's team of staff and volunteers and partners will continue to rise to the occasion and adapt to new realities with the agility and foresight we will need to win!

Thanks to each one of you for your past and continued dedication to the sport of sailing in Canada.

Thanks also to our ever-supportive sponsorship and fundraising partners as well as Sport Canada and Own The Podium for all of the financial support and other backing that you continue to provide as we strive to support sailing in Canada at all levels.

Looking forward for all of us to be back out on the water soon – each enjoying our shared love of sailing in our own unique ways!

Thank you  
- Hugh



Hugh McGugan  
Sail Canada Chair



## A Message from the CEO

The fiscal year May 1, 2019 to April 30, 2020 was proceeding according to plan until the COVID-19 struck in March which caused drastic change. On Monday March 16, 2020 the Sail Canada office closed and all the staff started working from home. The office remains closed; accordingly. We appreciate your patience and support during these difficult times.

In spite of the recent challenges faced by COVID-19 Sail Canada's staff and volunteers can be proud of the accomplishments achieved over the past fiscal year. During the course of the year, Sail Canada focused on delivering quality programs in all areas and providing increased support to the Canadian Sailing Team, Development Squad and the Youth Squad athletes. The Performance Hubs in British Columbia, Ontario and Nova Scotia continue to be a focus of new investment by Sail Canada for the Next Generation of competitive sailors. This ongoing investment in our young athletes will pay dividends in years to come.

Trailing back to March, some team coaches and members had just arrived in Spain to compete at the Princess Sophia as one of the last events of the Olympic trials. The event was cancelled, and team members and coaches had to return home. With the Olympics postponed, all the lead up momentum and planned activities to promote and send off the Canadian Olympic Sailing Team in the summer of 2020 was put on hold. This was very difficult for all involved, especially the athletes who had put in so much time to train and prepare for the Olympics and represent Canada.

Sail Canada continues to invest in our high-performance athletes as funding from Sport Canada, the Canadian Olympic Committee and Own the Podium approximately 50% of the revenues is dedicated to high performance Olympic Disciplines and has to be used for the purposes of preparing athletes for the Olympics.

The accomplishments and highlights are noted in this Annual Report. Please take a moment to review them and appreciate the work that has been accomplished by the staff and volunteers on behalf of the sailing community.

With the onset of COVID-19, and the closing or delayed opening of clubs, Sail Canada established a "Sail Canada Health and Return to Sailing Task Force" to help Sail Canada provide advice to our clubs as we navigated through the pandemic. With the expertise of medical and scientific members of the Task Force, Sail Canada, in collaboration with our provincial partners, was able to produce a number of documents to help the community return to participating in the sport. These documents can be found here on our website, <https://www.sailing.ca/covid-19-updates/>.

Documents included a general "Return to Sailing" document with all the safety measures and protocols required for a safe return to the water. From this base document other documents such as "Return to Training", "Return to Programming", "Return to Cruising" and "Return to Competition" were produced. All of these documents provided the latest in safety measures and protocols to keep our members safe.

**To be noted, the office remains closed as the COVID-19 pandemic continues, however, when necessary a staff member will go to the office to carry out functions that can only be done from the office such as filling orders, etc. If more than one staff member is present at the same time, they practice physical distancing and will continue to serve the membership as a priority.**

### **The current year in progress**

Due to COVID-19, Sail Canada had anticipated that revenues in the area of club membership, instructor registration and program participation would be drastically reduced. This was estimated to be in the range of \$700,000. As the sailing season comes to a close in most parts of the country, we now anticipate the revenue shortfall to be in the range of \$500,000 which is one fifth of our regular budget. As a result, Sail Canada had to cut back on its programming expenses for the year and any other expenses that could be delayed until events return to normal. Sail Canada was fortunate to have received COVID-19 relief funding from Sport Canada to help offset some regular ongoing expenses such as staffing. Virtually all travel has been on hold and this year will be the first year that we will hold the Annual General Meeting virtually including the voting of directors to the Board of Directors. Although holding virtual meetings was in the longer-term plan, COVID-19 required Sail Canada to implement the virtual meetings immediately. Going forward we will continue to do so and invite our club members to join the annual meetings and provide input and feedback on our progress.



I would also like to thank the ongoing support Sail Canada receives from the Government of Canada and the Canadian Olympic Committee. In addition and big thank you to our national sponsors - Rolex Canada, Gallagher Skippers' Plan, Helly Hansen Canada, North Country Marine with Mercury Marine Canada and BMO MasterCard

Sail Canada, working with our provincial partners is seeking member input into the development of a Strategic Plan. Part of this plan will be to develop strategies to help Clubs recover for the COVID-19 pandemic. This strategy will also be to promote the sport of sailing to the broader Canadian public and to be inclusive and welcoming for the entire Canadian population including the increase in female participation and promoting sailing to underrepresented groups.

As a member-based organization Sail Canada is committed to ensuring that we continue to strengthen and improve our national programs to be delivered through our provincial partners and ultimately at the club level.

We will be launching a revised CANSail Program and working to ensure our Clubs meet the international standards of excellence through a club certification program.

We will continue to develop athlete programs that will lead to international successes. We hope to see the Olympics take place in 2021 with appropriate safety protocols where our sailing athletes can showcase their talent. To our clubs, their committees and managements, we are very grateful for your commitment to sailing in Canada and for ensuring a warm welcome for all of new members and sailors.

Thank you for your ongoing commitment to sailing in Canada.



**Don Adams**  
Sail Canada CEO

# Who We Are & What We Do

Established in 1931, Sail Canada is the national governing body for the sport of sailing. We are committed to excellence in performance, developing our leaders and training our sailors. The pursuit of Olympic success fuels our focus not only on our Team athletes but also on Canada's next generation of performance sailors, and all the partners, clubs and coaches who support them.

This culture is strewn throughout all that we do. Sail Canada believes that everyone should experience what sailing has to offer and everyone can sail. With the valued support from our partners, the Provincial Sailing Associations and our member clubs and schools, sailing is promoted in all its forms. From dinghies to keelboats, cruising to navigation, windsurfing to power boating and parasailing, we set standards and deliver programs for Canadians of all ages and abilities. Facilitating programs from home pond to Podium – we set sail to win and sail for life.



**SAIL·VOILE CANADA**





## OUR MISSION

We foster the development and promotion of sailing in Canada, providing quality services and programs to clubs and sailors, through communication and collaboration with our stakeholders.

## OUR VISION

Sailing will be a leading lifelong recreational and competitive sport in Canada, inspired by exceptional achievements from Canadians sailing in world and international competitions

## OUR VALUES

INTEGRITY - ADAPTABILITY - COLLABORATION - RESPECT  
INCLUSIVENESS - ACCOUNTABILITY - LEADERSHIP





## **Our Board of Directors**

Hugh McGugan  
Kate MacLennan  
Bob Greenhalgh  
Zac Baum  
Alicia Damley  
Barbara Pike  
John O'Dwyer  
Rob Hemming  
Mariah Millan

### **Chair**

**Director at Large** (Secretary)

**Director at Large** (Treasurer)

**Director at Large**

**Director at Large**

**Director at Large**

**Director at Large**

**Athlete Director**

**Athlete Director**

## **Our Staff**

Don Adams  
Mike Milner  
Ken Dool  
Gen Manning  
Sarah Case  
Samara Crothers  
Katie Sweeting  
Claire Juguet  
Nick Allinson  
Laura Robson  
Jamie Gordon

### **CEO**

**High Performance Director**

**National Performance Coach**

**Director Of Operations**

**Business Development Manager**

**Programs Manager**

**HP Manager & Programs Coordinator**

**Communications Coordinator**

**Programs Coordinator**

**Accountant**

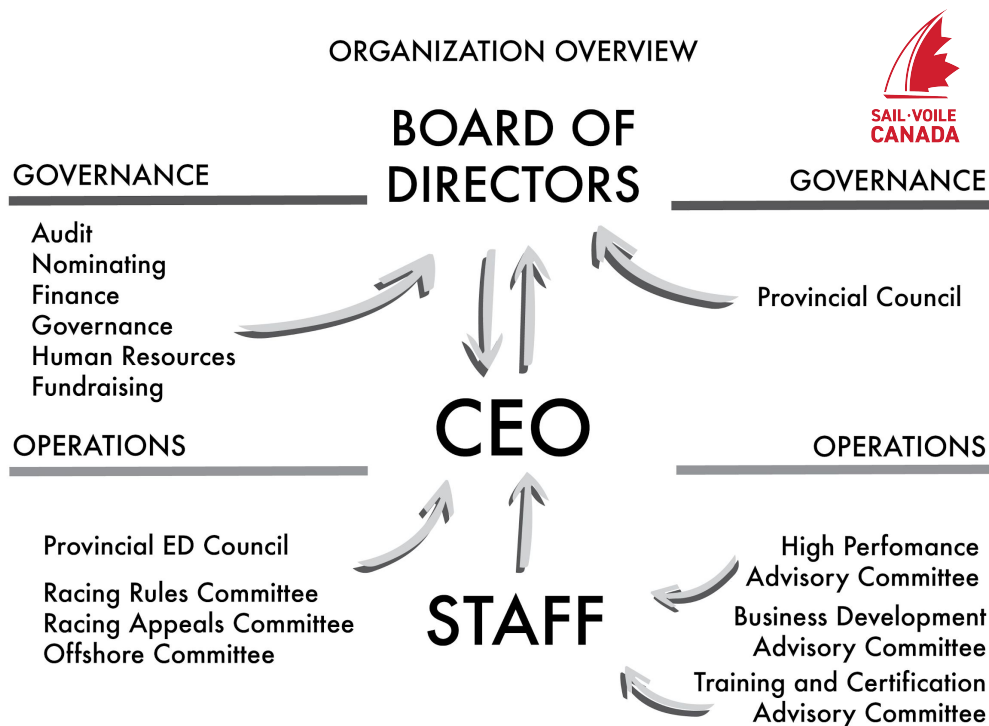
**Training Projects Manager**



# GOVERNANCE & OPERATIONS

The organization is governed by a nine-member Board of Directors. The Chair and six Directors-at-Large are elected by the membership, consisting of Provincial Sailing Associations (PSA), class associations and sailing clubs across Canada. Two Athlete Directors are elected by carded athletes. Sail Canada's by-laws mandate diversity, requiring board members and athlete directors of different genders.

Sail Canada has a clear organizational structure with specific roles and responsibilities of staff and volunteers creating a clear distinction between governance by the Board of Directors and operations delivered by the CEO and staff, supported by advisory committees. The Board of Directors governs the organization and provides strategic direction, financial oversight and the policy framework and then delegates the responsibility for operation to the CEO who works with the staff and content experts to accomplish the Strategic Objectives of the organization.







# SAIL CANADA GROUPS & COMMITTEES

The Sail Canada Board of Directors may constitute Program and Adhoc Committees as it deems necessary in carrying out the affairs of the Association and define their terms of reference in a Policy on Organizational Structure.

The Provincial Council is a standing advisory committee of the Board of Directors. The Provincial Council will consist of presidents of each provincial/territorial sailing association or their nominees, and will be responsible for alerting and advising the Board on national issues or concerns that could affect the long-term success of Sail Canada/Voile Canada as the national authority for sport of sailing in all its forms in Canada, including yachting.

Sail Canada is always looking for members to serve on our committees. To volunteer or enquire about opportunities email [sailcanada@sailing.ca](mailto:sailcanada@sailing.ca)  
Visit [sailing.ca](http://sailing.ca) for committee and group members as well as information about the provincial council and current board committees.



# OUR NATIONAL & INTERNATIONAL PARTNERS



As a not-for-profit National Sport Organization, Sail Canada appreciates the support and collaboration of public funding partners and other organizations sharing our visions for excellence, safety, activity and sustainability.

Sail Canada represents 10 provincial sailing associations, 255 yacht clubs, 97 sailing schools, 38 class associations, 34 camps and an estimated 8 million Canadian boaters. The Association represents over 1,200 sailing instructors and coaches from coast-to-coast who interact with more than 35,000 students annually.



Canada 



# OUR VALUED SPONSORS & PARTNERS

Our sponsors help to bring excellence to the next generation of sailors. Direct support for Sail Canada's High-Performance Program creates role models and medal winners that make Canada proud.



Skipper's  
Plan



ALIVE  
SINCE / 1877





# OUR ACHIEVEMENTS



# HIGH PERFORMANCE







# STANDOUT RESULTS

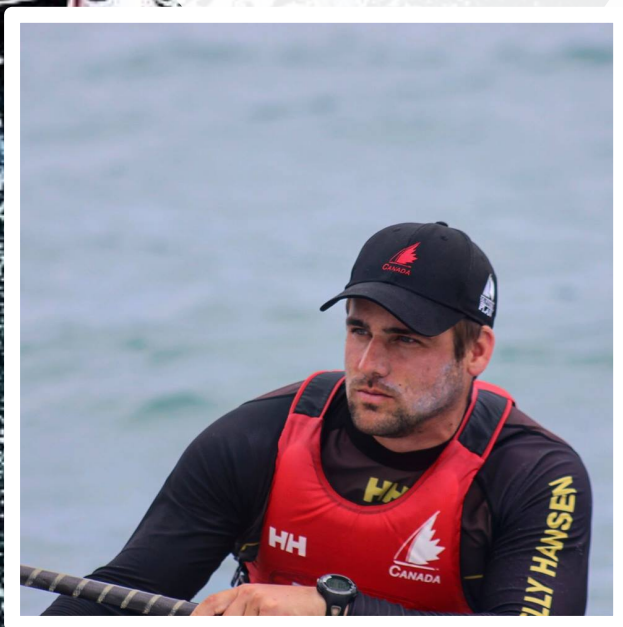
## 3 MEDALS

### Pan Am

|               |         |   |
|---------------|---------|---|
| <b>Gold</b>   | Radial  | <b>Sarah Douglas</b>                                |
| <b>Silver</b> | Sunfish | <b>Luke Ramsay</b>                                  |
| <b>Bronze</b> | 49er    | <b>Alexander Heinzemann<br/>&amp; Justin Barnes</b> |



# 2 TOP TEN FINISHES AT INTERNATIONAL REGATTAS



**2019**

Finn World  
Championships

**Tom Ramshaw**

**8th** place

**2019**

Enoshima Olympic  
Test Event

**Sarah Douglas**

**7th** place







Canadian Sailing Team athletes, around the World, Raced and Trained in 2019 - 2020:

**30** SAILING DAYS AT TOKYO 2020 SAILING VENUE, IN  
**15** COUNTRIES, OVER  
**250** TRAINING DAYS, AT OVER  
**25** INTERNATIONAL REGATTAS, &  
**9** WORLD CHAMPIONSHIPS

In 2019 - 2020 Sail Canada held:

**9** REGIONAL TRAINING CAMPS  
**186** YOUTH SAILORS INVITED TO REGIONAL TALENT ID  
**96** SAILORS INVITED TO NATIONAL Y.O.T.S.  
**46** SAILORS INVITED TO YOUTH SQUAD TRIALS  
**33** SAILORS NAMED TO CDN SAILING YOUTH SQUAD



## Our National Team

Tom Ramshaw\*

**Finn**

Sarah Douglas

**Radial**

Ali ten Hove

Mariah Millen

**49er FX**

**\*to represent class as Canadian  
Olympic Team Member - 2021 Tokyo Games**

## Our Development Squad

Jacob Saunders

Oliver Bone

Luke Ramsay

Hunter Lowden

**470 Men**

Will Jones

Evan Depaul

Ryan Wood

Andrew Wood

Sam Bonin

Will Bonin

**49er**

Georgia & Antonia

Lewin-LaFrance

**49er FX**

Kyle Martin

**Finn**

Matti Muru

**Laser**



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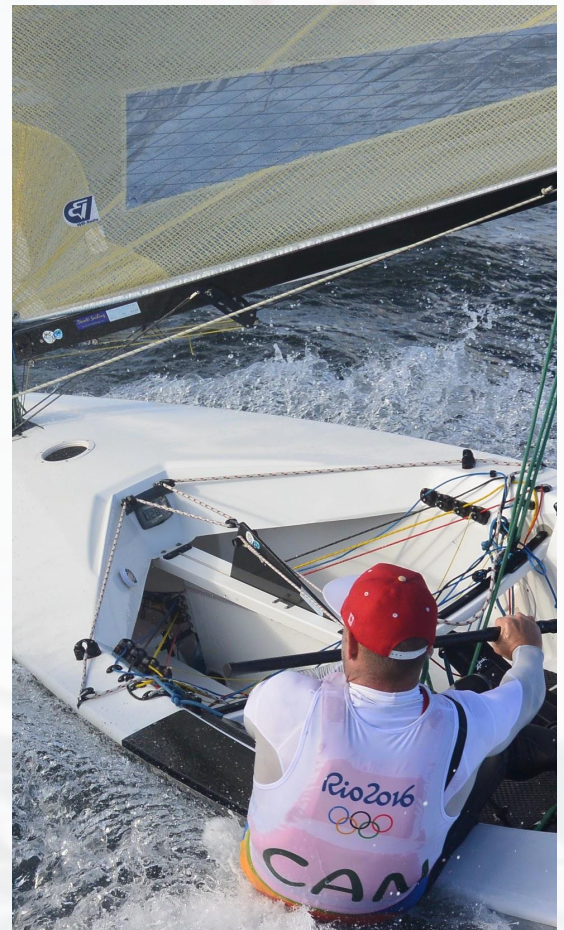


The High-performance team had an active year focussed on the following planned initiatives;

**A.** Qualifying for the Tokyo 2020 Olympics - Canada qualified in the following classes; 49er, 49erFX, Laser Radial, Finn, 470 Men, RS:X Women

**B.** Olympic Plan- With the postponement of the Tokyo 2020 Olympics until July 2021 the entire performance support team has been working on a revised Olympic plan. Of significance is the revised athlete and coach scheduling, and boat transportation plan.

**C.** 2019/2020 was an unusual year in that there we saw most classes running two World Championships in the southern hemisphere (NZL & AUS) within one fiscal year which contributed to unexpected expenses which put us over budget in this area.







**D.** The Canadian Sailing Youth Squad Initiative- New for 2020 was the establishment of a Canadian Sailing Youth Squad. The purpose of this Team is to provide enhanced training opportunities for identified sailors through the regional hubs and Regional Talent ID Camps.

**E.** Coach Development- As part of our strategic plan to produce world class coaches Sail Canada held a professional coaches clinic in October 2019 and continues working on coaching tools such as the video library. We also introduced various webinars for both athletes and coaches to enhance skill and improvements.





# PROGRAMS



Sail Canada programs reach a broad spectrum of participants from kids learning to sail, to lifelong sailors and officials :

Registered Coaches & Instructors

**1100+**

Race Officials, Judges & Umpires

**1650+**

Participants in Sail Canada Training

**18800+**

CANSail Participants

**15000+**

Cruising, Keelboat, Power & Navigation Participants

**1300+**





# 2019 CHAMPIONSHIPS

|     |                                     |
|-----|-------------------------------------|
| 181 | Competitors at Youth Championships  |
| 67  | Competitors at Senior Championships |
| 81  | Competitors at Sail West            |
| 148 | Competitors at Sail Central         |
| 77  | Competitors at Sail East            |

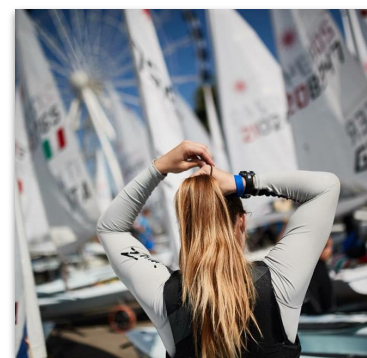
**(CORK)**

**(CORK)**

**(Kelowna, BC)**

**(Hudson, QC)**

**(Shediac, NB)**



# CHAMPIONSHIPS

The 2019 Sail Canada Regional Championships engaged developing sailors across the country in both training and racing activity. Thanks to Shediac Bay Yacht Club, Hudson Yacht Club and Central Okanagan Sailing Club for hosting. Sail Canada Youth and Senior National Championships took place at CORK International and OCR respectively, providing great sailing conditions for all 500 racers.





# CANSAIL

A review of the CANSail program began at the club and grassroots level in summer 2019. We were able to meet with numerous club managers, coaches, learning facilitators and instructors at their sailing clubs to have a meaningful discussion on the changes and updates that they would like to see in the CANSail Program.



A number of presentations were completed at clubs when feasible to do so in person. Surveys were also used to solicit input. Having these discussions in person with the people who are running the CANSail programs provided a strong foundation for the review process.

Work to adjust the CANSail skill checklists began following the annual meetings and was carried out through the winter, with a group of technical experts from across Canada. This work and piloting of the revisions will be carried out through 2020. A three-year CANSail program improvement plan has been developed to review student, instructor and evaluator pathways. Included in this plan, teaching and learning resources have been identified to compliment the CANSail updates.

The CANSail program was granted World Sailing Accreditation in 2019, following a review of the program structure, materials and delivery model. This accreditation recognizes the CANSail program at an international level.



# CRUISING, KEEL, POWER & NAVIGATION

Translation of standards and exams was a primary focus in the Cruising, Power and Navigation area. Bringing French and English documents in line with one another. A great deal of volunteer effort was directed toward developing rubrics to support the Start Keelboat Sailing and Basic Cruising standards, as well as screencasts to support Instructor training.





# OFFICIALS

Sail Canada collaborated with US Sailing to give Sail Canada Officials access to US Sailing SOARS. The SOARS system provides officials with a platform to record and track events they are part of on an annual basis. It helps to streamline information collected about each event and provides an easy option for officials who need to provide this information when it comes time for certification and recertification. Sail Canada Officials have been requesting access to this system for a number of years and we are pleased to be able to offer access. There were some lessons learned in the first year of providing access to SOARS. We hope to streamline the process of accessing SOARS moving forward.

A World Sailing Measurement Seminar was delivered for the first time in Canada, in October 2019. There were 12 participants from across North and South America. Annual Sail Canada Officials training took place throughout the year, with the Advanced Judge Seminar delivered in the spring of 2019 and a bilingual Advanced Race Management Seminar delivered in the fall.





# COMMUNICATIONS

It has been an exciting year for Sail Canada! 2019 saw the creation of many different assets for our members, from a website, to videos, and downloadable resources, Sail Canada is on track for success.

After a long year of work, [Sail Canada launched a brand new website!](#) This stylish site is a great success. Focusing on a more photobase site, it is now visually appealing and easy to use. Information is easily accessible from computer, phone, and tablet. There are many opportunities to expand on this site as time goes on, which is a great asset as sites are ever changing.

Working with great videographers, we were able to portray the beauty and excitement of our sport. Launched on all of our online platforms, and promoted outside of our core member group, the video pulled in a lot of traction from Canadians across the country. [Click here to view](#)

After a lot of hard work, the team was able to put together six informational skill and drill videos for coaches, instructors, and athletes to use. These will allow for more consistency across the board when coaching athletes. This is a great start to many more videos to come down the line.

Our social media numbers rose exponentially over the year, specifically on Instagram which has pulled in a lot of the younger generation. Through various contests and promotions, we have created a lot of traction with our members, ensuring we keep everyone engaged and excited!

Through various Instagram story takeovers, members of our Canadian Sailing Team & Development Squad have been able to engage our members by showing them “a day in the life”. This has allowed our followers to ask questions, follow their lifestyle, while also helping the athletes promote themselves and their own social pages.



# SAIL CANADA LOGO

This year saw a lot of positive developments, including the update of the Sail Canada logo. The logo was enhanced to match the current aesthetics being used across other sports. The changes were very minimal. The boat now shows a Canadian Maple Leaf, and we have added to our full name in both official languages to ensure that people can easily recognize our brand. This branding change resulted in a lot of exciting merchandising and branding opportunities.



**SAIL·VOILE  
CANADA**

# BUSINESS DEVELOPMENT

## Member Benefits

In 2019 we were pleased to introduce a number of programs to benefit our members and groups!

- **Sail Canada's Group Home & Auto program.** Saving our members \$ hundreds, thanks to our partnership with Gallagher Skippers' Plan.
- **Petro Points Friends & Family Program** Over 260 members saved on fuel for a year with our program, collecting 1,469,302 Petro Points. This program was thanks to our partnership with the COC.

## #Spirit Campaign

- On Canada Day 2019 & then each Friday through that summer, our Schools & Instructors engaged non-sailing public to our sport, and participants in programs to our brand with our #Spirit campaign on social media.
- One success story... Sail Manitoba effectively engaging **60 families** at a Canada Day Festival activating our campaign tangibles and social media tools.

## Support for Events

- **Sail Canada YOTS** brought new cash sponsor opportunities - **Helly Hansen & Fogh Marine** proudly took title & supporter roles, respectfully.
- Sport Canada's Hosting Program added support to our YOTS as an Athlete/National Team Development Legacy activity built into the Laser Radial Worlds and CORK International & OCR events.
- **Gallagher Skippers' Plan** continued support for our **Leader Summit & AGM**, our **Newsletter & Athlete of the Year Awards**.
- **Rolex Canada** with our **Sailor of the Year Award & Sailor of the Year Gala Event**.
- Thanks to **Helly Hansen**, we effectively participated in the COF's Vancouver 2010 Celebration's silent Auction.





# ANNUAL NATIONAL AWARDS



**Sail Canada invites all sailing and boating enthusiasts to participate in recognizing Canada's top recreational and competitive sailors, coaches, volunteers and events via the Sail Canada Annual Awards.**



In 2019, Sail Canada's Rolex Sailor of the Year was Sarah Douglas.

For a complete list of awards and winners, **please visit our national awards page at [sailing.ca](https://sailing.ca)**



# ORGANIZATIONAL RISKS & MITIGATION STRATEGIES

Sail Canada has developed a Risk Registry to identify, monitor and mitigate potential risk to the organization and the sport. The Risk Registry is updated and monitored on a regular basis by the CEO and Board of Directors, with input from PSA partners.

## **Financial Risk**

Sail Canada is dependent on government funding for approximately 36% of its revenues. This government funding decreased substantially from 2011 to 2017 but remained stable in 2018-19 and 2019-20. Sail Canada received additional funding for special projects in 2019-2020 related to creating a safe sport environment and increasing participation of females both as sailors but also in leadership positions. With the increased government deficits, Sail Canada could face funding cuts in coming years. Decreases in government funding, without alternative sources of revenue will affect the ability of Sail Canada to achieve its strategic objectives.

As a condition of funding Sail Canada is also expected to work on achieving:

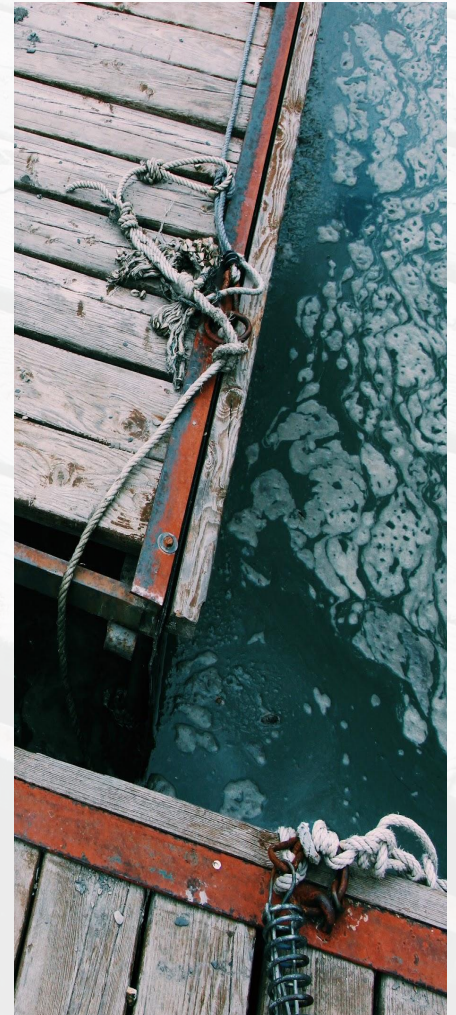
- Gender equity and diversity in the sport
- Concussion and return to play protocols
- Creating safe environments, free from harassment and abuse for all participants
- Generate private sector financial support

Sail Canada is also dependent on membership and program registration revenue which represents 21% of overall revenue. Membership revenue is based on individual sailors paying membership fees to local clubs, who in turn pay a fee to their Provincial Sailing Association (PSA) to become a member of their Provincial and National Sailing Association. The PSA pays a portion to Sail Canada. Due to COVID-19 Sail Canada is expecting a decrease in membership in 2020. It has also seen a significant decrease in instructor registration and program participation fees. As a result Sail Canada has had to significantly decrease its expenditure on programs.



## **Governance Risk**

Sail Canada works closely and consults with the Provincial Sailing Associations (PSAs) for the development of national programs and services for member clubs, and also depends on the PSAs to deliver and implement quality programming and service to member clubs. The capacity of PSAs varies across the Country and each has its own Board of Directors, budgets and priorities. Strategic Plans and directions may or may not align with the Sail Canada Strategic direction making it difficult to drive a cohesive national sailing strategy and brand and avoid duplication of effort and expense. Ongoing discussion on how to create a cohesive national sailing strategy for the promotion and development of sailing continues to be a priority for Sail Canada. In 2020 and 2021 Sail Canada is focusing its efforts on working with the Provincial Sailing Associations to create a COVID-19 Recovery Strategy and at the same time focus on a new Strategic Plan for the next 3 to 4 years.



## **Operational/Program Risk**

Sail Canada operates in an environment with significant interactions between adults and minors and across genders. Inappropriate behavior in contravention of laws could expose the organization to financial and reputational risk. Sail Canada along with other sports are embarking on an effort to create a safer sport environment. Sail Canada is also required by the government of Canada to offer ongoing training in Safe Sport. Training sessions for volunteers, staff, coaches and officials will be offered, working with the provincial sailing associations to provide training throughout the organization to coaches, officials and administrators.



## **Reputational Risk**

Sail Canada trains instructors to run its CANSail programs across the country at sailing clubs and sailing schools. Subsequently, Sail Canada relies on its clubs and schools to effect control over the type of program or quality of instruction offered and for the delivery of programs and development of sailors outlined in the Strategic Plan. Sail Canada's lack of direct quality control could also have a lasting impact on the sport's reputation for quality instruction and safe programming. Sail Canada's CANSail program has been recognized by World Sailing as meeting the international standard for sailing training programs. One weakness was a lack of evaluation of clubs running the program. As such, Sail Canada will be implementing a Club Accreditation program which will require Clubs to meet a minimum of safety and instructor certification in order to be recognized as an Accredited Club certified to run Sail Canada programs.

## **Leadership and Human Capital Risk**

Sail Canada depends on volunteers to serve as members of the Board of Directors, on Board committees and on all operations and committees. Sail Canada makes every effort to attract qualified volunteers for these roles in an effort to build a stronger, self-sustaining organization. A skills matrix is in place for recruiting board members and terms of references including qualifications are in place for advisory committees. Time constraints on volunteer's time limits the available time to devote to Sail Canada efforts.

Sail Canada also operates in a competitive human resource environment and works to attract and retain staff for the organization.

## **Compliance Risk**

Sail Canada complies with numerous provincial, national and international regulations in areas such as workplace health and safety, official languages, and sportsmanship. Failure to understand these requirements and develop plans to implement controls could have reputational and financial impacts on the organization.



# OUR 2020-21 STRATEGIC PLAN & INITIATIVES TO SERVE OUR STAKEHOLDERS

In 2020-2021 Sail Canada will be developing a new strategic plan, consulting our membership & partners for input.

## CURRENT INITIATIVES

### High Performance

- Tokyo Olympics
- Metrics and data based Gold medal profile for athletes
- Enhanced Canadian Sailing Youth Squad training program for 2021
- Continued enhancement of regional training centers





## **Programs**

### **Community Programming**

- Launch of services and tools aligned for Camps & Community groups to activate with Sail Canada Instructors in dinghies and aboard keelboats.

### **Safe Sport**

- Safe Sport Training and Background Checks will be requirements introduced for Sail Canada Regional & National Officials and Sail Canada Championship events in 2021.

### **Coaching Association of Canada**

- A direct database connection with the Coaches Association of Canada 'Locker' to allow coach profiles to be updated and synchronized automatically when the Sail Canada database is updated.

### **Canada Summer Games**

- 2021 Canada Summer Games in the Niagara Region, Ontario, have been postponed and will now take place in 2022. The games provide an opportunity for Sailors, Coaches and Officials across Canada to take part in a large scale multisport event!

### **CANSail Program**

- Improvements to the CANSail program which will provide more resources for sailors and instructors.

### **Online Education**

- Focus on Online education and resources as supporting material for CANSail, Cruising Keel, Nav and Power programs.

### **Development Coach Program**

- Revision of the Competition Development Coach Course, moving some material into online modules to allow for more thorough in person coach development during the clinic.

## **Other Exciting Developments**

### **Diversity and Inclusion**

- Creation of a Inclusivity, Diversity and Equity Committee
- Developing Programs to promote sailing to under represented groups



## **New Rules!**

Soon to be released is Sail Canada's 2021-2024 Rule Book & ePub!

- Includes Sail Canada Prescriptions
- Book will be available on [sailing.ca/shop](http://sailing.ca/shop) and from our PSAs
- The ePub will be available on iTunes & Google Play

## **Launching our Sustainability Campaign**

We're aligning to build environmental sustainability stewardship & social activation through our programs, events and community.

- Highlighting a sharing of the best practices at regattas, clubs & schools
- Embedding sustainability education into Sail Canada Programs
- Story-sharing with our own #Sustainability social campaign

## **Awards**

How we showcase & celebrate Sail Canada Awards is being refurbished!

- We're refreshing the online visibility of each of our award winners & their celebrations
- Reviewing each award for best timeframes & place of awarding
- And with Rolex Canada, we're re-working the awarding of the Sailor of the Year

## **Sail Canada Cards.... on the horizon**

Work is underway to offer a Sail Canada card with a new look & options available for any sailor with an online profile on [sailing.ca](http://sailing.ca)!

- This includes Officials, Coaches, Instructors, Program Participants & Members... all with option to have access to their own official card
- Options for photo in profile & on card, showing of achievements & credentials, and digital card &/or wallet card

## **New in Store**

- Our Fundraiser [Team Supporter Tee](#) - this limited edition tee is a hit! Wearers proudly show their support for Canada's highest performing sailors!
- [Sail Canada Buff](#) - neck & face buffs for athletic & sun protection use
- Sail Canada Mask - Coming soon... our non-medical, social face covering

## **Sail Canada MasterCard**

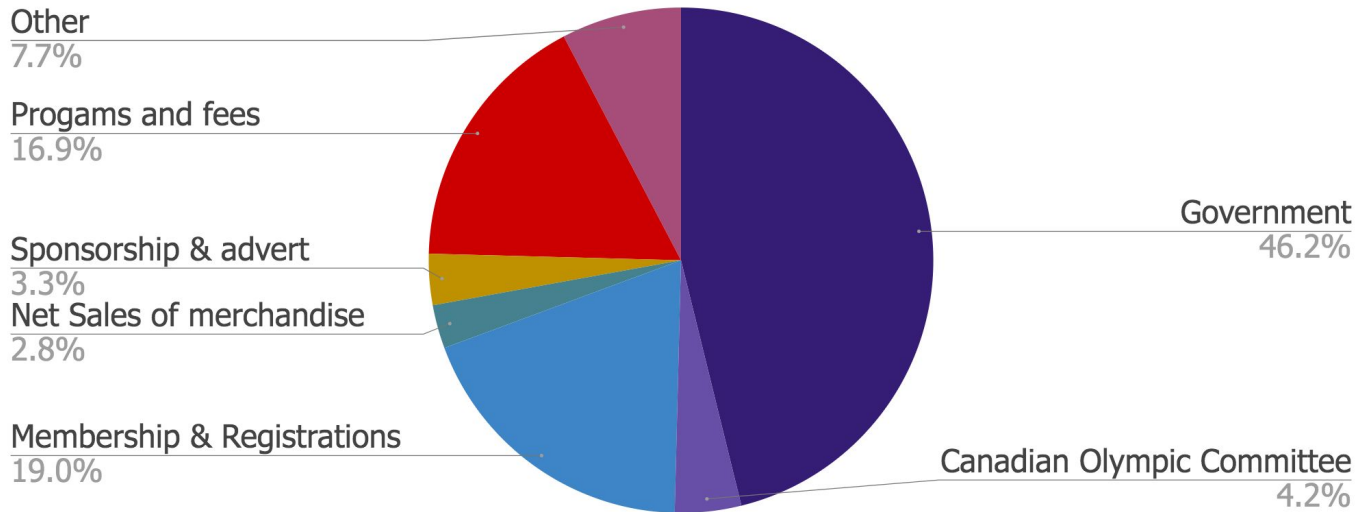
- Watch for our NEW MasterCard!
- New design for the card with Cash Back & AirMiles programs to benefit card holders
- And .... with every \$ spent with our card, support goes to Canadian Sailing!



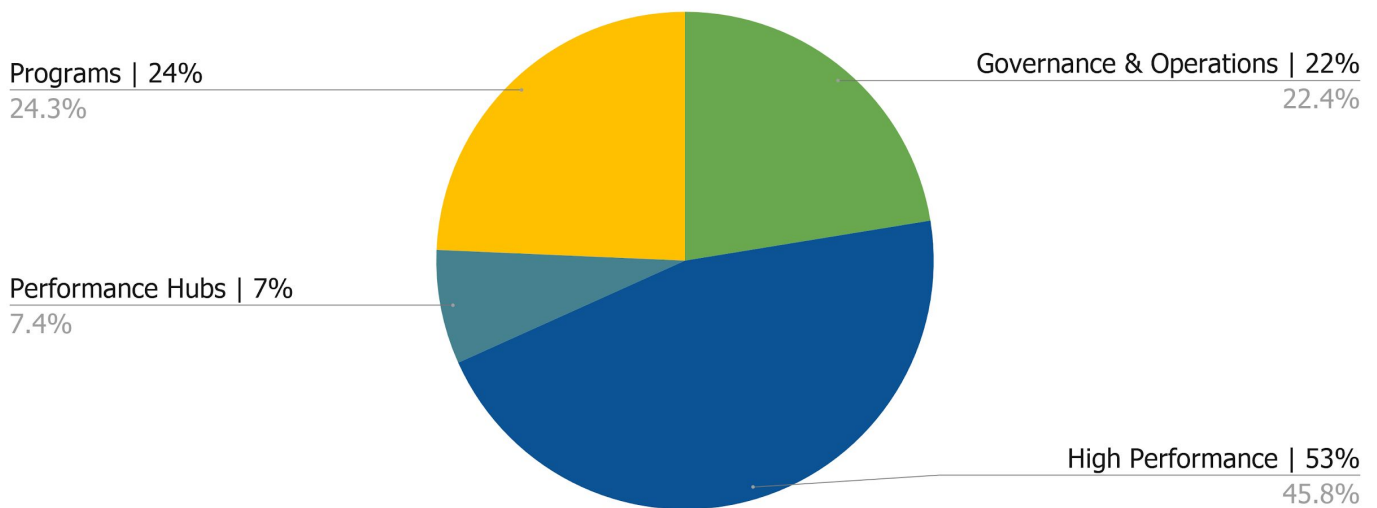
# FINANCIAL OVERVIEW

## 2019-2020 REVENUES & EXPENSES

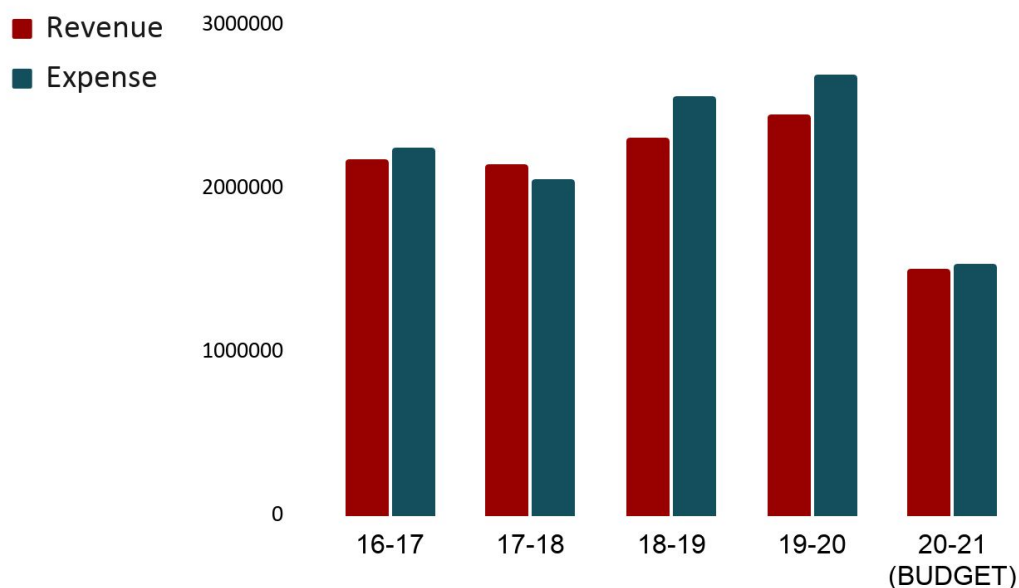
### REVENUES



### EXPENSES



## YEARLY COMPARISON REVENUES & EXPENSES





# OUR FINANCIAL YEAR IN REVIEW

Following concerted efforts from both Sail Canada and the Audit Committee, this year's Audit Opinion on the financial statements is Unqualified.

[The Audited Financial Statements are available here](#)

## FINANCIAL OVERVIEW

As of April 30, 2020, the assets of Sail Canada exceeded its liabilities by \$1,484,560. This is a decrease of \$222,412 from 2018. This surplus is held in capital assets, accumulated surpluses and restricted funds.

Sail Canada ended its 2019 – 2020 fiscal year with a deficit of -\$247,446 (2019 – 248,234).

## STATEMENT OF FINANCIAL POSITION

In April 2019, the Board approved a budget with a \$200,000 deficit specifically to support the Regional Performance Hubs. This deficit was covered by a board-approved transfer of \$200,000 from the Sail Canada Fund to the General Fund.

As of April 30, 2020, the assets of Sail Canada exceeded its liabilities by \$1,484,560. This is a decrease of \$222,412 from 2019. Current assets as of April 30, 2020 were lower by \$390,574 with cash decreased by \$425,266, investments decrease of \$234,908, and an increase in Accounts Receivable of \$276,580, plus a decrease in prepaid expenses of \$34,272. Total liabilities as of April 30, 2020 were \$387,451, down \$208,162 from the previous year. This change is also partially a result of the difference in the timing of payments from funders related to differences in fiscal years resulting in deferred revenue (see note 7 of the Financial Statements). There was an accounts payable of \$260,339 at the end of the fiscal year 2020, an increase of \$179,682 from \$83,625 at the end of the fiscal year 2019. This was also a timing issue largely related to High Performance payables.

## STATEMENT OF OPERATIONS - GENERAL FUND

There was a deficiency of revenue over expenses for the year ended April 30, 2020 of \$247,446 recorded in the Financial Statements. The deficit is in line with the expenses approved by the Board of Directors of setting up and running the Regional Performance Hubs up in Halifax, Kingston, Toronto, and Vancouver and other related High-Performance program expenditures in support of the Canadian Sailing Team and Next Gen Athletes. At the suggestion of our external auditors, for the first time the accrued vacation time payable to staff is included as an expense under Salaries and benefits.

Revenues for the year ended April 30, 2019 were \$2,449,028, an increase of \$139,347 (+6%) from the previous period. Sport Canada Core funding was stable at \$696,500, however Sail Canada received \$125,650 of enhanced funding from Sport Canada to carry out special projects such as Safe Sport Training, Concussions, and Female Leadership enhancement. Sport Canada hosting grant was increased by \$25,000 due to Canada hosting two events eligible for funding in 2018. Own the Podium (OTP) funding increased by \$470,000 (+20%) as additional funding leading to the Olympic Games preparation, Membership and registration fees were down by \$49,313 (- 10%) primarily due to lower instructor registrations. Athlete fees were up \$36,687 (+39%) due to increase in training camps offset by corresponding expenses for athlete competition fees. National Championship were down by \$43,576 (- 39%) offset by decrease in Championship expenses (host share of registration fees). In the past year Cork collected the registration fees for one event how in most cases Sail Canada collects the fees and forwards a percentage to the Organizing Committee. There was an increase in merchandise sales of \$44,702 ( + 39%) offset by an increase in Cost of Merchandize and sponsorship was down \$18,252 (- 19%).



Expenses for the year ending April 30, 2020 were \$2,696,474, an increase of \$138,559 (+5%) from the previous period. Increased expenses occurred in the High-Performance area related to the fact that there were two sets of World Championships that occurred, in June and then again in February in the southern hemisphere. Also there were additional shipping cost to get boats and equipment to Australia, New Zealand and then Japan. Other increased expenditure occurred related to the additional funding from Sport Canada for Safe Sport Policies and training.

Salaries and benefits were virtually unchanged. The increase shown is related to accrued staff vacation previously mentioned. Official Languages (translations) were up by \$10,548 (+ 46%) as Sail Canada needed to translate a number of manuals into French.

Athlete support was higher by \$25,417 (+ 28%) due to increase athlete programs. This was offset by increased in Athlete fees as mentioned previously. High-Performance salaries and benefits were up by \$19,867 (+ 7%) due to the hiring of a Female Development Coach late in the fiscal year (funded by Sport Canada) plus accrued vacation time of high-performance staff. Regional Performance Hubs shows an increase in cost of \$90,000 but in fact the cost were similar to the previous year but the expenses were tracked slightly differently with some expense for the Hubs being tracked under contract coaches. Coaching equipment, repairs and maintenance increased by \$81,366 (+84%). Sail Canada had to buy a new motor for a coach boat that was stolen. This was offset by the insurance claim. Sail Canada also purchased a used coach boat for the new Youth Development Coach with funds from Sport Canada. In addition, there was increased shipping cost due to World Championships in Europe, New Zealand, Australia and Japan. Travel for Coaches was up by \$17,862 (25%) due to the fiscal year in which numerous world championships occurred for the same classes in the same fiscal year due to timing of the events in the Northern and Southern Hemispheres.

Event costs (National Championships) were lower by \$142,424, (- 39%) offset by lower revenues from National Championships. Other event cost for flow through funding was higher by \$22,966 which represent the additional CORK event funded by Sport Canada. Other program and training cost were lower due to less associated cost. Program costs were lower by \$13,382 (+35.9) reflecting our ongoing efforts to improve the training and certification programs of Sail Canada. An MOU has been established and signed to allow Sail Canada officials to be added to the US Sailing SOARS system. A video shot was completed for development of skill and drill video resources. CANSail instructor program was enhanced to provide quality trained instructors for the program.





## **STATEMENT OF CHANGES IN FUND BALANCE**

The General Fund recorded a net loss of \$47,446 for the year. Disbursement of \$200,000 from the Sail Canada Fund was recorded in the Fund Balance. The Sail Canada Fund recorded \$192,959 of investment income this fiscal year compared to \$9,013 the previous fiscal year. Unrealized gains this year were recorded as (\$152,845) this year compared to \$107,835 last year. The Sail Canada Fund currently has a balance of 1,122,293 compared to \$1,293,446 last year.

The other Endowment funds increased in value a small amount. The Financial Assistance Program paid out \$95,206 of expenses this fiscal year, supported by donation revenue this year of \$88,108.

## **COMPARISON TO 2019-2020 BUDGET**

Sail Canada prepares an annual Strategic Plan and Budget. The process starts with consultation with our PSA partners, and Board of Directors at the Leaders Summit in October of each year and is presented to the Board of Directors for approval by the Board of Directors in April at the Semi-Annual Meeting prior to the start of the fiscal year. The organization tracks its operational performance against the approved budget on a monthly basis. Quarterly budget analysis is reviewed by the Finance & Investment Committee and discussed with the Board of Directors.

The deficiency of Revenue over Expenses in the General Fund of \$247,446 was over the approved budget by \$47,446. Vacation accrual which was recorded for the first time in the financial statements account for \$27,000 of that deficit.

When we exclude the \$200,000 from the Sail Canada Fund from the budgeted revenue, other revenues exceeded budget by \$132,716. The bulk of that revenue (\$126,500) came from new Sport Canada funding to address Safe Sport, concussions and female participation in sport. This funding came after the initial budget was approved by the board.

Expenses also exceeded budget by \$180,162. This deficit was made up of the additional expenses for the new Sport Canada funding (\$126,500) and additional expenses in high performance with the additional world championships in the southern hemisphere in the same fiscal year.