

Wentworth Ski Racing Club

Annual General Meeting – 2018-19

9/23/2019



ANNUAL GENERAL MEETING

Monday, September 23, 2019

6:30 p.m. – 8:30 p.m.

103 Thorne Ave Dartmouth

Agenda

AGENDA

6:30pm – Welcome & Call to Order

6:40pm – Review and acceptance of minutes of 2018 AGM

7pm – President’s Report – Karen Dwyer

7:30pm – Financial Report – Krista Zwicker

8pm – Elections

8:30pm - Adjournment

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**Board of Directors
2018-19**

President
Vice President
Past President
Treasurer
Secretary
Registrar
Director, Membership Development
Director, Equipment
Director, Officials

Karen Dwyer
Bruce Young
Dean Steinburg
Krista Zwicker
Greg Zwicker
Tim Hilton
Kate Lovett
Mark Oakley
Murray Pridham

Coaching Staff

Program Coordinator

Gregor Byrne

Coaches

Mike Clarke
Sarah Byrne
Luke Byrne
Lexie Stienburg
Olivia Mason
Connor Myers
Ben Lovett
Dawn Scissons
Joey Lynn Graham
Nancy Setchell
Diana Mason
Ali Harmon
Matt Cohen
Brian Carter

Assistant Coaches

Meghan Barrett and James Erith-Elwood

Part-time Coaches

Dave Bugden, Tim Hilton, Holly Erith

Guest Coach

Laura Vlahovic

President's Report – Karen Dwyer

The 2019/20 season can only be described as momentous for WSRC. The most notable achievements are the establishment of a new clubhouse and the 20% growth in membership. These are important, and I will touch on them a bit later, but first I must thank the current WSRC Board of Directors for their engagement and support. It has been a pleasure to work with this group of professionals who bring a diverse group of perspectives and skill sets to the board room table. It takes a special person to agree to take time out of their busy lives, to set aside their personal needs and put the Club first as they put their energy and focus into the affairs of WSRC. For this, I thank them.

It is also important to recognize those who have served on the Boards before us, as we have inherited a club with a strong financial position and lots of good governance structure. Without the hard work and integrity of those who went before us, we would not be in a position to accomplish what we have.

I do not have enough words to express my gratitude to the community of parents who descend upon Wentworth every weekend and support our club in many ways. There are too many names to mention, as to name everyone would be in excess of 80% of our parent group. This is in itself outstanding and a vital component to our success.

Next on my list is the coaching staff. The past season, we had 19 coaches plus some substitute and guest coaches. Each coach brings their own story of when they started skiing and why they coach. While our coaches are paid, no one is paying their mortgage with their coach earnings. Coaches are doing it because they love it. We as a club, are very lucky to have each one of these individuals as part of our club. We are also proud to boast the most highly qualified team of coaches in Atlantic Canada. This is a benefit to them as a group of coaches working together and to our athletes.

It goes without saying that without the cooperation and support of Leslie Wilson and Ski Wentworth, WSRC would not exist. We enjoy the support of Ski Wentworth to run our training and host our races at Wentworth. The hill operations staff work proactively and collaboratively to provide fencing, lane space, and good snow conditions. This is all invisible to most of our members. Also, unsung, is the ski patrol, without whom, we cannot run our races, and who traditionally provide their services on a volunteer basis.

Another key external linkage for WSRC is our provincial sport organization, Ski NS. Ski NS acts as our liaison to the national sport organization, Alpine Canada (ACA) as well as the regional committee that organizes the race calendar and fills quota at national events known as the 'AAA'. While the priorities of WSRC as a club are not identical to the priorities of the PSO who have a large focus on high performance pathway development as mandate of sport development by Sport Canada, it is to the benefit of WSRC, all of our athletes and the broader sport of alpine ski racing in Nova Scotia to strengthen a collaborative working relationship with Ski NS and the other race clubs in Nova Scotia.

Highlights from the last season

New stuff - This past year the club implemented the following:

- ❖ Start of season check-in
- ❖ A club toque for every athlete and coach
- ❖ Whatsapp parent group chats at events
- ❖ Assistant coach program to retain athletes and introduce them to the coaching pathway
- ❖ U14 Intro to Race late entry into the club
- ❖ Dedicated volunteer coordinator position to look forward and plan volunteer resources for each event
- ❖ Recognition of top 5 finishers including a podium with 5 steps.
- ❖ Implemented club awards at end of season social to recognize non-race related achievements

Fundraising:

- ❖ We had our second very successful silent auction and dance.
- ❖ With the support of Aerobics Frist running our base station, Twelve Hours of Wentworth had more participation than it has had in over a decade.
- ❖ Secured OK Tire as a sponsor for the purchase of new GS panels.
- ❖ More sponsorship was secured.
- ❖ We were able to pay off a significant portion of the loan that enabled the establishment of a new clubhouse.

During the offseason:

- ❖ Conducted a financial review of the operational cost structure of the club
- ❖ Evaluated and reviewed the program fee structure
- ❖ Conducted a strategic planning session where we reviewed member survey results and brainstormed action items under categories of areas for improvement
- ❖ Cleaned out the container behind the clubhouse for the first time in 8 years and completed an in-depth equipment inventory.
- ❖ Completed the Program Coordinator position and established an updated 2-season contract with options to renew for up to two more years. Aligned the contract with the ACA calendar season.
- ❖ Opened registration in mid-July – a record!!
- ❖ Implemented automated payment schedule.
- ❖ Established new HR management Policies
- ❖ Met with Province of Nova Scotia Sport Development Consultant
- ❖ Obtained grant towards the purchase of radios from the Sport NS Support for Sport Fund
- ❖ Developed new sponsorship portfolio
- ❖ On-going work to obtain new jacket proposal
- ❖ Commenced gap analysis on the Canadian Snowsports Association Risk Management Manual.

Now back to the two key items that mark the 2018/19 season as a unique one in the history of WSRC.

The **growth in the club membership** was momentous, as this bucked a trend that has been going on for about a decade of a continual erosion in our membership numbers. As described in the financial section of this report, growth in membership does place a strain on resources. But there is strength in numbers and growing the club membership is an integral part of being able to provide diversity in our programming for our members and creating overall improvements in the Club.

The **establishment of the clubhouse** and the inclusion of the U12's as a daily part of the clubhouse routine provide an incredible enhancement to the club and help create a more robust bridge between Snowstars and the senior team. The learning centres provide a vastly improved area for debrief, video analysis and the occasional session by U10's. Inspired by the success and comradery of the Great Chilli Cookoff last season, this coming season we look forward to further enhancing the utilization of the clubhouse by the introduction of the Saturday Night Series which will include both social and educational activities for all age groups.

My final words for this AGM report are an encouragement to all to get involved, help out where you can. Be positive. There are always ways to improve. If you have any positive suggestions for improvement, please feel free to share them. We have made improvements every year based on ad hoc suggestions from club members and look forward to continuing our efforts to improve.

In closing, I am very passionate about WSRC because we have a lot to be passionate about (!!)

Thank you!

Financial Report

Krista Zwicker

The 2018-19 season had a successful year with respect to the financials. Overall, the club collected 45% more than budget in revenues. With the addition of the new Clubhouse, the Capital Campaign was created, and significant fundraising efforts were put in place. Over \$40,000 was raising through the Capital Campaign efforts, the silent auction and the 12 Hours of Wentworth.

Payroll costs exceeded budget by 8.5%. There are several causes that contributed to the overall cost overrun of coaching budgets. The largest factor was 20% growth in membership. While a good thing for the club overall, it was not without financial challenges. Here are a few that have been identified:

- ❖ Some partial groups where athlete to coach ratio was lower than planned. For example, one U10 group had three athletes.
- ❖ U14 Intro to Race was a new program and the club ran it despite only having two athletes.
- ❖ Diversity in skill sets within a group – For example, the U12 group with 17 athletes was borderline achievable with two coaches, but due to diversity in skill sets, most of the season a third coach was added which resulted in the issue under bullet 1.
- ❖ Qualification of coaches – Our coaches have been increasing their certifications and as a result, they are becoming more expensive. For example, several of our U10 coaches now have DL

certification and two U12 coaches were PL certified. A few years ago, U10 would have been coached exclusively by EL's which is the norm within alpine ski racing programs.

To address the financial overrun, WSRC has taken the following steps:

- ❖ Conducted a thorough financial review of the program in the Spring of 2019.
- ❖ Established updated program fees and confirmed agreed athlete to coach ratios per age group.
- ❖ Implemented caps in registration which varies by age group and offering wait lists to add a group if and when a full group can be added, which properly supports the cost of each additional coach.
- ❖ Cutting off registration on December 1st to allow appropriate planning of coaching resources and to deter last minute additions which contribute to ratios going askew.
- ❖ Establishing an updated coaching wage scale which implements a cap on the day rate for U8 & U10 coaches.
- ❖ Incorporate the actual 8.5% payroll burden in the coaching budget.
- ❖ Created a plan to implement monthly reporting on coach costs to date during the season to enable identification and mitigation of a budgetary overrun.

Race expenses were over budget by 36% this season, or approximately \$4,300. It was decided that wages related to coaches attending the Byrne Memorial, Team Atlantic Invitational, and Brunner Camp and Brunner Friday race were considered a race expense whereas in past seasons this was recorded under coaching wages. This amounted to \$3,120. There was also a large amount paid for medals and ribbons (\$2,052); however, this was also for stock for future seasons.

General and administrative expenses were over budget by approximately \$13,500. The Clubhouse expense was not budgeted for in our budget prepared last summer. This accounted for \$6,900 of the overrun. Fundraising expenses were \$2,200 more than budget due to the extra effort put in to raising funds for the Capital Campaign. ACA insurance and fees were higher than expected and were \$1,600 more than budget. And finally, equipment purchases were on budget last season, however, once amortization was accounted for, it created an overrun of about \$1,800.

Inventory of the club's equipment was done in the spring and some work still needs to be done to reflect the current equipment values on the Balance Sheet. Therefore, further adjustments will be required before the statements can be sent for review by the accountant. There will also be a loss on the sale of the old race shack that will have to be recorded. Both items are considered non-monetary. It was intended to have reviewed Financial Statements completed prior to the AGM, however, it is important to account for the equipment correctly before having this done since it has been some time since this has been reviewed.

The bottom line shows a Net Revenue amount of \$32,067 for the season. Also considering last season's Net Revenue of \$15,294, the board has agreed to pay back \$40,000 of the \$50,000 loan from the private lender, which took place in June.

Program Coordinators Report Gregor Byrne

WSRC had a stellar Season over the Winter of 18/19 !

Once again we have a great group of athletes, a very supportive parent-group, a dedicated as well as driven group of coaches and a Board of Directors who help us to succeed every chance that they get. With a combination like that it is very hard not to be successful.

Our WSRC Coaching staff are All Licensed ACA Coaches. The majority are trained or certified at the Development Level or higher. Continuing education is an important part of our on-going quest to be better at coaching the athletes of the WSRC. With this in mind our coaches (like athletes) have a goal oriented seasonal plan with goals in mind for improvement on the coaching side.

If you revisit the Program that was designed for the Club (see website) it outlined various goals at each level of the program and we have met or exceeded ALL of the goals which we had set out for ourselves and the athletes to meet.

One of the premiere goals which we had was to offer as many training opportunities to our age-groups of athletes that lined up as close as possible with those recommended by ACA's AIM Document.

Our U10 Program offered a possible 45 days on snow and ACA targets 50 + days.

Our U10s had the opportunity to race at Mont Farlagne, Wentworth (twice), PEI and Martock – More than enough opportunities for our U10 athletes to race.

Our U12 Program offered a possible 77 days on snow and ACA targets 75 + days.

Our U12s had the opportunity to race at Mont Farlagne, PEI, Wentworth (twice) and Martock .

Our U14 -21 Program offered a possible 92 days on snow and ACA targets 115 + days

Our Senior group had the opportunity to race at Mont Farlagne, Crabbe, Poley, Marble and Wentworth.

As a Club we sent 6 athletes to CWGs , 4 and 3 athletes to U14 & U16 Can AMs. We also had one athlete race Whistler Cup and finished in 10th on the podium for Slalom.

We also had 3 athletes actively racing at the FIS level.

As a Club we have made huge strides in being able to offer our athletes the opportunities to train (and Race) MORE. In this way those WSRC athletes who wish to take their racing to the next level have that opportunity without having to leave home/family to do so.

We offered a three-day training program for athletes U12 and up as well as offering Thursday training when there was enough interest. This effectively gave these athletes 50% more time with their coaches on-snow weekly.

We also offered two AAA national points races this season providing our athletes with more racing opportunities. We had the Team Atlantic Slalom Cup Race for U14 and up as well as the Rolland Brunner Memorial Race.

We had our Club Championship race on the last Saturday of March which was a great event that all the age groups from the Club participated in.

We had our third annual Spring Camp at Mont Ste Anne with which we were trying to bring the two ends of our season closer together and effectively lengthen our ski season. 5 athletes and 2 coaches went on this Camp which was again a tremendous success – We will hold this Camp again next Spring.

For the past three seasons we have worked to have athletes and coaches focusing on being Process rather than Results driven – To put in maximum diligence and effort while training. This has begun to pay off across all age groups of our club. Our motto is to “Focus on the Process” and the results will take care of themselves. Gains in skills each and every day is what we were looking for – This takes effort – No one ever wished their way to a podium finish – they worked hard in practice to get there. Our daily DELIBERATE practices are Goal Driven with each athlete having a goal for their training session that day.

DAILY GOAL + PRACTICE DESIGN + FOCUS/PURPOSE + REFLECTION = DAILY PROGRESS

We took 18 athletes to the Speed Camp at Crabbe Mountain this season. Five of them had not trained Speed before. All of the athletes enjoyed a tremendous training effect with focused effort over the four days of the Camp. It showed on the race weekend with some terrific performances by the whole group.

Our athletes work together, knowing each other’s goals at practice, and they warm-up & race together as a Team. One of the key strategy pieces for athletes to improve is to “practice” during the week. They can do this by watching great athletes skiing over and over again – imprinting what they see. They can focus on their Mental Game through the week practicing the techniques that we have given them to work on. They can work on their fitness which keeps them healthy and allows them to train longer on weekends. They can keep their training logs up to date through the week as well.

Finally most of our U12 and up athletes have become pretty good students – To skip school to train their grades need to be at 80% or higher (WSRC mandate) – To be great ski racers they need to train MORE – to skip school to train MORE they need to be great students – Their passion for their sport can cause them to become great students and time managers as well.

I believe that our Club has one of the best communication systems in the country –

Keeping parents informed and in-the-loop is one of our goals as a Club and I believe that we have been very successful in accomplishing that again this season.

Our main goal for the last four seasons was to have a Club that was: ATHLETE CENTERED – COACH DRIVEN – BOARD SUPPORTED I believe that together (for the most part) we have been successful in achieving that overall goal for the Club.

As long as the needs of our athletes are always at the forefront of the decision-making process then the WSRC will continue to be successful.

Membership Development Report

Kate Lovett

- ❖ 20% growth this season
- ❖ 58 respondents to the member survey:
 - Overwhelmingly favourable responses regarding the quality and value of the program.
 - Members had some fantastic suggestions for improvement and they were discussed during the strategic planning session in May.

Highlights of the season included the use of our new clubhouse for social interaction both during the ski day and outside of programming time (Chili cook off/24 hours of Wentworth). Plans for the upcoming season include a weekly or biweekly event held at the clubhouse outside of program time for various age groups.

Registrar's Report

Tim Hilton

Race Administration

The Goalline system was utilized again which continues to streamline the race registrations. A new position was introduced to assist the Registrar with some of the aspects of the administration. Tanya Braine took on this role and did a great job sharing the workload of the club's registration needs.

Registration

This year the club had 116 registrants. This represents a 20% increase in athlete registration over last year (95 registrations):

2018-19 Registration #'s (2017-18)

U8/U10: 1 day - 28 (14)

U8/U10: 2 day - 37 (30)

Total U8/U10 - 65 (44)

U12: 1 day - 2 (2)

U12: 2 day - 9 (7)

U12: 3 day - 8 (11)

Total U12 - 19 (20)

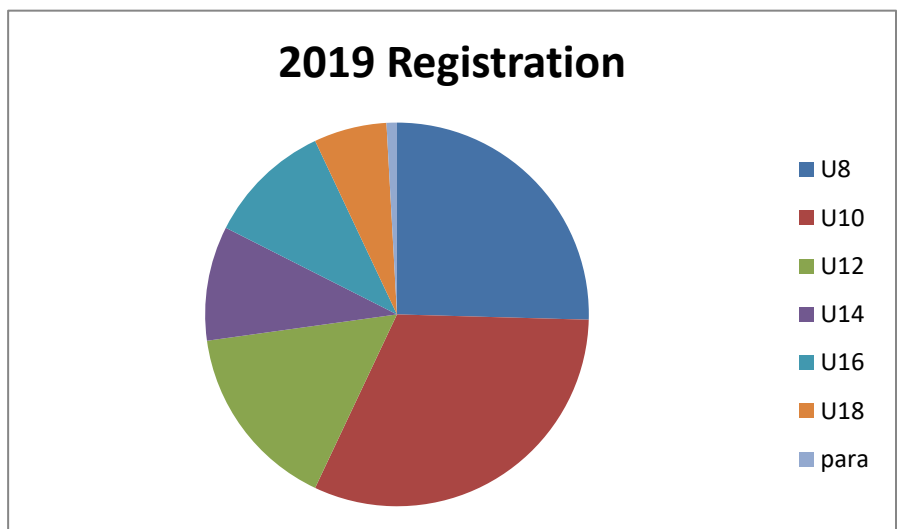
U14-U18 1 day - 4 (2)

U14-U18 2 day - 22 (20)

U14-U18 3 day - 6 (9)

Total U14-U18 - 32 (31)

Total 116 (95)



	2018-2019	2017-2018
AGE GROUP	% of athletes	% of athletes
U8/U10	56%	46%
U12	16%	21%
U14-U18	28%	33%

70% of the club participated in multi-day training programs vs 30% of the club participating in a single day training program. This is a change from previous 2 seasons where 80% of athletes were multi-day athletes. Single day athletes are primarily concentrated in the U8 and U10 age groups.

The following recommendations that were put forth from the 2017-18 season:

- 1) All registrations need to go through the goalline system to ensure consistency and proper registration lists. There are still some families that are contacting coaches/board members/program coordinator to register for an event after the deadline. This causes confusion as well as extra work for volunteers. Recommendation that deadlines are adhered to more effectively and that for exceptions to late registration, a late fee of \$25 be charged on top of the registration fee.**

The \$25 late fee was implemented and all registrations were completed online through the goalline system. This reduced the # of late registrants, and reduced the manual workload of the registrar position

- 2) Offer a demonstration of the goalline registration for new families and anyone who needs a refresher. This can be done by online conference for convenience purposes and can be recorded for future viewing as well.**

This did not occur

- 3) The payment of the volunteer commitment needs to be more streamlined and in line with the fundraising and membership fees. This proves difficult due to the different levels of volunteer commitment for each athlete based on their age category. Further exploration of the volunteer commitment program should be reviewed.**

For the 2018-19 season, the volunteer commitment was included in the program fee. After further consideration after the season it was decided that the volunteer commitment required too much manual administrative work and has been suspended for the 2019-2020 season.

Officials Report Murray Pridham

First, let me thank WSRC for the opportunity to serve on the Board of Directors this year. It is comprised of talented, competent people dedicated to the sport of skiing and the kids that are involved. Meetings were efficient and effective. This is largely due to Karen’s hard work and dedicated leadership. I am impressed with the professionalism shown by all members of the board.

Sadly, I feel that I wasn't able to contribute very much in my position of director of officials. We were not able to hold any officials courses in the past year. Thankfully, Ski NS is offering a level two officials course this October. It is important that this is well attended by club members. The club is experiencing natural attrition of long serving parents who filled key official positions during their tenure. A good mentoring program is in place but certification is also very important. Duncan Gillis did a great job of maintaining the volunteer list for all events this past year. All the main official positions were filled, as necessary, by past and present club members. The online volunteer sign-up, that Duncan organized, was an effective way of soliciting the necessary officials.

For a variety of reasons, I will not be able to serve on the Board of Directors this coming year. While I hope to be available as an official at WSRC events, I don't have the ability to be as active this year. I would suggest the Duncan be approached as a possible replacement. I will forward a letter of resignation to Karen promptly.

All the best in the snowy season to come.

Equipment Report

Mark Oakley

From an equipment perspective, the club is committed to ensuring that the coaching staff has the ability to provide great training opportunities for athletes in all age categories. Having good quality tools and equipment will help make training and racecourse set up as safe as possible for all participants. Some items of note from the 2019 season are included here:

Inventory Day

Over the Easter weekend, WSRC had a clean-up and inventory day to assess what the club has and what the club needs. During this time the club was able to do a full inventory of club assets. The club has begun the process of not only properly managing equipment inventory, but also getting a sense of depreciation to prepare for new purchases.

Gates

WSRC continues to purchase new gates every year. The ski seasons in Atlantic Canada are very tough on gates. With fluctuating temperatures, icy conditions and athlete wear-and-tear broken gates occur often. With that in mind, the club has purchased more gates to replace the ones that are damaged. To a lesser degree the club will assess the inventory of stubbies and brushies required for the training of various age groups.

B Netting

As with every successful season, there has been a lot of B Netting that has been put up, taken down, and even stuck in the ice. Thank You to all who have grabbed a drill, hiked up the hill and worked to help support our coaches, athletes and their safety. The ability of the club to train and host races at Ski Wentworth largely rests on our long-standing relationship between WSRC and Ski Wentworth Administration.

Start/Warming Shack

Unfortunately, Mother Nature was not kind to us during this past season and we were not able to put the Start Shack in place during the Roland Brunner. The club looks forward to this season where we hope to have the Start Shack in place for athletes to benefit from.

Miscellaneous Equipment

As the club increases, so do the equipment requirements. This year we are committed to adding some more radios to support our coaching staff. The club will also be purchasing some drills and bits as part of regular use.

Volunteer Coordinator's Report Duncan Gillis

Thinking back to last year's volunteer coordinator position, there were a number of challenges and a number of successes experienced throughout the year.

Some of the biggest challenges I have faced have been with the incredible learning curve required for new parents into the ski racing community. For any parent that has not raced as a child, the terminology and vague job titles involved with racing are intimidating and daunting causing a number of parents and would be volunteers to stop before they have even started.

Another challenge has been to get parents involved, again mostly with the younger and newer parents as I have found that the few experienced parent-volunteers carry the load for the masses.

The increased use of the website and the transparency it brought was a huge success.

For the upcoming year I would like to see more steps toward having every parent involved in some volunteer aspect of the club. I believe that the Volunteer Coordinator should be in charge of recruiting race herders and hot dog slingers while the official coordinator looks after the officials and other such positions. I would like to see more communication between the Volunteer Coordinator and the Official Coordinator.

Wentworth Ski Racing Club
Balance Sheet As at 2019-04-30 - DRAFT

ASSETS

Current Assets

Cash - Royal Bank	87,097.53
PayPal Account	13,460.27
Stack Pay Account	- 105.18
Total Cash	<u>100,452.62</u>

Accounts Receivable	1,156.00
Allowance for Doubtful Accounts	-
Total Receivable	<u>1,156.00</u>

Prepaid Expenses	977.20
Total Current Assets	<u>102,585.82</u>

Capital Assets

Race Starting Hut	3,425.80
Timing Gear	3,504.75
Gates	14,332.12
Fencing	842.48
Building	112,889.07
Equipment - Other	5,896.16
Brushes	1,619.47
Total Capital Assets Including Amortization	<u>142,509.85</u>

Other Non-Current Assets

Computer Equipment/Software	865.43
Total Other Non-Current Assets	<u>865.43</u>

TOTAL ASSETS	<u>245,961.10</u>
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LIABILITIES

Current Liabilities

Accrued Liabilities	5,628.67
Volunteer Commitment	6,314.00
Total Current Liabilities	<u>11,942.67</u>

Long-Term Liabilities

Loan - Private Lender	50,000.00
Total Current Liabilities	<u>50,000.00</u>

TOTAL LIABILITY	<u>61,942.67</u>
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NET ASSETS

Net Assets

Net Assets	151,951.73
Current Net Assets	32,066.70
Total Net Assets	<u>184,018.43</u>

TOTAL NET ASSETS	<u>184,018.43</u>
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LIABILITIES AND NET ASSETS	<u>245,961.10</u>
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Wentworth Ski Racing Club Comparative Income Statement - DRAFT

REVENUE	Actual YTD 2019-04-30	Annual Budget	Prior YTD	EXPENSE	Actual YTD 2019-04-30	Annual Budget	Prior YTD
Registration Revenue				WSRC Race Expenses			
Registration Fees - U8	10,930.00		7,720.00	Slingshot	3,658.23		2,592.78
Registration Fees - U10	13,280.00		12,495.00	Club Championship/Banquet	612.42		1,052.65
Registration Fees - U12	10,965.00		14,425.00	Team Atlantic Invitational	1,299.99		1,370.93
Registration Fees - U14 to U21	20,391.50		22,570.00	Byrne Memorial	820.00		173.85
Registration Fees - U18 FIS	1,080.00		2,735.00	Rolland Brunner	5,708.23		8,477.59
Para Registration	185.00		0.00	Rolland Brunner Camp	1,620.00		0.00
Other Registration	595.00		0.00	General Race Expenses	2,563.19		0.00
Total Registration Revenue	57,426.50	53,000.00	59,945.00	Total WSRC Race Expenses	16,282.06	12,000.00	13,667.80
Fundraising Revenue				Payroll			
Fundraising - Other	1,669.20		2,961.50	Coaching - Wages	66,452.15		65,008.74
WSRC Raffle Ticket Sales	7,100.00		6,300.00	Receiver General - Payroll Remittances	5,467.39		5,132.51
Volunteer Commitment	2,280.00		0.00	Total Payroll Expense	71,919.54	66,250.00	70,141.25
Fundraising - 50/50	0.00		822.50	General & Administrative Expenses			
Fundraising - Auction	16,718.00		11,492.00	Previous Year Expense	545.00		0.00
12 Hours of Wentworth	7,747.00		1,106.00	Accounting & Legal	301.15	650.00	631.15
WSRC Clothing	0.00		127.74	Advertising & Promotions	532.25	500.00	1,879.00
Capital Campaign	18,880.00		0.00	Registration Refund for Sponsorship	0.00		2,358.00
Total Fundraising Revenue	54,394.20	22,000.00	22,809.74	ACA Fees & Insurance	13,601.94	12,000.00	11,852.19
Race Revenue				Dryland Expense	455.00		176.78
Slingshot	4,650.00		3,250.00	Amortization/Equipment	14,329.97	12,500.00	13,069.01
Rolland Brunner	11,170.00		17,627.00	Bad Debt Write Off	0.00		2,399.75
Rolland Brunner Camp	2,320.00		2,714.00	Coach Course Upgrades	0.00		3,500.00
Byrne Memorial Cup	1,010.00		421.00	Bank/Payroll/PayPal Fees	6,300.30	6,000.00	5,615.86
Team Atlantic Invitational	1,845.00		3,253.00	Miscellaneous /Business Expenses	1,927.50	1,500.00	1,903.09
Total Race Revenue	20,995.00	23,000.00	27,265.00	Clubhouse Expense	6,889.03		0.00
Other Revenue				Fundraising Expenses	4,186.41	2,000.00	3,837.79
Corporate Sponsorships	1,430.00		11,795.00	Building Insurance & Taxes	1,225.23	1,400.00	337.31
Late Fees Collected	810.00		0.00	Utilities/WiFi/Alarm Monitoring	2,619.91	2,800.00	2,823.45
Interest Revenue	93.88		187.15	Total General & Admin. Expenses	52,913.69	39,350.00	50,383.38
WSRC Membership Fees	5,625.00		4,850.00	TOTAL EXPENSE	141,115.29	117,600.00	134,192.43
ASNS - Comp Cards	10,695.00		9,615.00	NET INCOME	32,066.70	2,100.00	15,294.46
Miscellaneous Revenue	0.00		820.00				
Total Other Revenue	18,653.88	13,200.00	27,267.15				
Other Program Revenue							
PreSeason Training Camps	5,500.00		0.00				
Away Training Camps	813.91		0.00				
Xmas Camps	8,634.00		518.00				
March Break Camp	3,792.50		8,095.00				
Additional Training	2,241.00		2,987.00				
Mental Training	731.00		600.00				
Total Other Program Revenue	21,712.41	8,500.00	12,200.00				
TOTAL REVENUE	173,181.99	119,700.00	149,486.89				