

2018 ANNUAL REPORT

OCTOBER 4, 2018



TABLE OF CONTENTS

Letter from the President	pg. 1
Board of Directors & Staff	pg. 2
Program Reports:	
Program Director Report	pg. 3-4
Men's Artistic Gymnastics Report	pg. 5
Women's Artistic Gymnastics Report	pg. 6
Developmental Girls Report	pg. 7
Developmental Boys Report	pg. 7
Gymnastics for All Report	pg. 8-9
Coach-In-Training Report	pg. 9
Special Needs Report	pg. 9
Interclub Report	pg. 10
Team Administrator Report	pg. 10
Human Resources & Facility Report	pg. 11
Club Events & Fundraising Report	pg. 12
Financial Reports:	
Financial Report: Unaudited Financial Statements	pg. 13-15
Notes on 2017-2018 Financial Statements	pg. 16
Comparison of Revenue & Expenses	pg. 17
Percentage of Costs Relative to Gross Revenue	pg. 18
Annual Registration Numbers	pg. 18
Variance to Budget	pg. 19
2018-2019 Budget Summary	pg. 19

LETTER FROM THE PRESIDENT

Dear Phoenix members,

Guy Moody stated in his President's letter last year,

"This has been an interesting year with both successes and challenges. I can say that as a result of both, the Club has learned much about ourselves and what we are great at. We have also learned more about what we need to work on."

When Guy stepped down from his position that he held for over 10 years and suggested I take on the role of President, I knew I would have big shoes to fill. I began the process of what we needed to work on and our focus turned to transitions and works in progress. As many in our Board were new, we engaged the services of a consultant for guidance on the governance work. We worked to expand our committees and bring in members with specific skills as needed. With valuable input from our membership and staff, we managed to develop and implement a new Strategic Plan. We are now in the process of a thorough policy review.

Most importantly, our financial processes and reporting structures were enhanced under the strong leadership of our Business Manager, Tricia Chan. Then new to the position, she took over in April 2017 when Joanne retired after 18 years as Business Director. Like me, she too had big shoes to fill. Tricia's integrity and relentless pursuit of organizational structure have resulted in a stable financial outlook for the Club.

Another significant note is that after over ten years of dedicated service to Phoenix, Kyna Fletcher is moving on from Phoenix to assume a position at Gymnastics Canada. In her years at Phoenix, Kyna has developed successful recreational and competitive programs. Our recreational and Interclub programs have grown exponentially, are thriving and are in high demand. Under her exacting leadership, our coaches have produced Provincial, National and International level gymnasts. At Nationals, Phoenix had the largest contingency of athletes of any club in Canada, all thanks to Kyna and her team. I wish her all the best and much success in her new endeavors! We will miss you!

In June the Board hosted its first staff appreciation dinner. This event was conceptualized as a way to thank all the coaching and office staff. It was a huge success - thanks to the generous contributions from members including delicious food, beautiful decorations and giving their precious time. It was heartwarming for us to have so much support in thanking our staff. This will become a Phoenix tradition for sure.

I would like to extend a personal note of gratitude to Guy Moody for his service on the Board and for his dedication to Phoenix over the last 10 years. His advice and guidance have been invaluable.

I would also like to thank Jane Liang, who served as my Vice-President this year, for her tireless work on the Strategic plan and Committee work. We will miss her & her much valued attention to detail.

It has been a busy year marked by transition and evolution. All of us - Board Members, Staff, Members and Athletes are works in progress and as we work together with respect for each other and with pride for our Club, I am confident we will move onward and upward -- always striving for excellence!

Respectfully yours,

Dagmar Phillis
President

VANCOUVER PHOENIX GYMNASTICS BOARD OF DIRECTORS & STAFF

2017-2018 BOARD OF DIRECTORS

Dagmar Phillis	President
Jane Liang	Vice President
Nicholas Heap	Secretary
Guy Moody	Interim Treasurer
Isobel Keeley	Director at Large
Rose Lee Charette	Director at Large
Bruce Bradley	Director at Large

PROGRAM STAFF

Program Director	Kyna Fletcher
Program Administrator	Angie Holbrook
Women's Program	
Technical Head Coach	Janice Fowler
Lead Coach	Crystal Gilhooly
Coaches	Angie Walker Brett Overton Igor Chirkov Karina Ho Manny Oyarce Missy Preston Todd Schleyer
Men's Program	
Technical Head Coach	Sasha Pozdniakov
Coaches	Manny Oyarce Orion Radies Ryan Chin-Fee
Developmental Girls Program	
Lead Coach	Kira Hallwood
Coaches	Brett Overton Kara Krein Missy Preston
Developmental Boys Program	
Lead Coach	Ryan Chin-Fee
Coaches	Orion Radies Manny Oyarce
Interclub Program	
Lead Coach	Kira Hallwood
Coaches	Alexandra Macdonald Kara Krein Kaitlyn Wong Shaina Harms

ADMINISTRATIVE STAFF

Business Manager	Tricia Chan
Office/HR Administrator	Evelyna Chiu
Events Coordinator	Missy Preston
Media/Front Desk Coordinator	Rosa Garcia
Finance Coordinator	Rosaura Santillan
Front Desk Coordinator	Elaine Nitschke

Gymnastics For All Program

GFA Manager	Maree Hall
GFA Program Administrator	Winlove del Rosario
Special Needs Lead Coach	Alyssa Quattrociochi
Special Needs Admin Assistant	Carey Chen
CIT Coordinator	Ryan Chin Fee
Coaches	Kara Krein Kei Poon Leanne Hughes Maddy lee Manny Oyarce Marcela Lizeca Michael Leung Nina Hamman Paige Kreps Ryan Chin-Fee Shaina Harms Vincent Mazur Yuka Kaneko
Coaches-In-Training	Divine Reyes Emma Kirkwood Gabriela Dodge Josephine Fletcher Olivia Wallace Sabine Lim Sarah Cheeseman Quinton Malec Rio Pesochin Sara Takagi Uma Le Daca-Jolicoeur Zara Von Amsberg

PROGRAM DIRECTOR REPORT: KYNA FLETCHER

The 2017-18 season attained significant milestones for Vancouver Phoenix Gymnastics Club. Valuable feedback through an internal audit provided the opportunity to continue to evaluate and adjust programs and staffing to increase efficiency in our operations. This ongoing process will continue into the 2018-19 season.

The Recreational Program was again a “hit” within the local community. We continued to have waitlists and a high demand for camps, classes and specialty programs in the afternoon time slots. Our challenges with meeting the needs of the community has always been providing space and staffing in the prime time afterschool programs. Maree Hall and her staff have worked tirelessly to accommodate as many participants as possible by juggling and reworking schedules of both the St. James facility and Millennium gyms. Many thanks for their ongoing efforts.

Daytime programming continues to be difficult to fill. With the introduction of full time preschool and kindergarten, our registration numbers continue to decline. Increasing drop in programs, school visitations and other classes has been developed with some success. We will continue to provide additional opportunities to build this area of the club.

Our holiday, spring break and summer camps were well attended. Last season we again received two HRDC grants which allowed for full time employment over the summer for two of our returning university students who are former gymnasts.

Our program for children with Special Needs continued to be sought after. We had a very competent and strong group of coaches who have taken on the delivery of this program. Unfortunately at the end of the season, Carey Chen, our Special Needs coordinator, resigned in order to advance her education and will be attending a masters program. Carey’s dedicated and sunny disposition will be not only missed by her participants but certainly by all of our staff. Thanks to Carey for her ongoing advocacy of children with Special Needs.

Many thanks to all of our full and part time staff for their work in these programs! We have excellent coaches who care for each and every one of the participants who come through our doors. Your energy and tireless efforts are valued!

The Phoenix Interclub Program also had an amazing season. Kira Hallwood and her staff delivered an exceptional performance based program. This program suits a variety of participants, particularly those who have a primary sport other than gymnastics. The Phoenix Interclub Program is recognized as a leader in the gymnastics community for its level and artistry. Congratulations once again to the Interclub coaching team!

Phoenix hosted Luau Cup in May. The event grew to just over 360 participants. Staff and volunteers alike enjoyed a well organized and fun event! Our entire Interclub and some of our developmental athletes participated in the three day event. Thank you again to Missy Preston, Kira Hallwood and the multiple staff and volunteers who helped make this event a wonderful opportunity!

The Team program exceeded expectations in 2017-2018 with large number of athletes representing Phoenix Provincially, Nationally and Internationally.

	PROVINCIAL CHAMPIONSHIPS		WESTERN CANADIANS		ELITE CANADA		CANADIAN CHAMPIONSHIPS		WORLD CHAMPIONSHIPS
	2017	2018	2017	2018	2017	2018	2017	2018	2018
MAG	24	19	3	2	3	3	4	4	1
WAG	35	32	10	13	1	2	5	10	No one eligible

Some marked accomplishments have been represented at World University Games, Commonwealth Games, World Championships, Pacific Rim Championships and Junior Pan American Championships. Within those events Phoenix/Canada won 8 international medals. Congratulations to all the coaches and athletes for such excellent results.

Phoenix continued to contribute to the development of gymnastics across the province by hosting; a Men's and Women's High Performance Provincial training camp, visitations from two Korean club teams and the coaching intensive training school. We continue to develop a hospitable reputation with our Provincial and National bodies.

Coaching is a difficult job that takes energy, patience and drive. We are proud that our programs are athlete driven and coach led as our coaches are some of the best in the business. We are grateful to all of our staff for their dedication and commitment to excellence.

Much appreciation goes out to Angie Holbrook for her work with the Programs. She works hard to ensure all of our athletes are registered correctly for meets, helps us with travel arrangements and makes sure our members are well informed. It's an endless and often thankless job!

Phoenix continues to be a leader in our sport on a multitude of levels. This year a long time volunteer and President of the Club, Guy Moody retired from his position. Guy was a strong leader and his vision for a governance board took a strong hold. We have transitioned well to a club with an oversight Board that allows our staff to continue to develop the day to day and long term vision for the club. It has allowed our staff to do what they do and do it well. We have all benefited from Guy's guidance and leadership over the last nine years and thank him for his service. We know that future Boards will continue to support our structure and staff to continue on the path to Excellence!

Thank you once again to all of our members, staff and volunteers for their ongoing support in another successful season!



MEN'S ARTISTIC GYMNASTICS REPORT REPORT: SASHA POZDNIAKOV

General Overview

Our Men's Competitive Program has two streams: High Performance and Provincial. We select the boys for the streams according to their abilities and commitment to the sport. In 2017 – 18 we had 4 HP athletes, two of them were Canadian National Team members and one was representing New Zealand. We also run a Pre-competitive program which consists of boys aged 4-7 years old. We continue to test new boys for the Pre-competitive program on a regular basis. The season saw a decrease of 4 athletes from 27 to 23.

Staffing

Our MAG Lead Coach, moved on to a new position as Men's Program Head Coach at Surrey Gymnastics. Currently, we have 5 coaches working in all our men's programs. Thank you to our MAG coaches and team who work tirelessly to develop our MAG athletes.



Evan Fedder

Competition Results and Events

Devv Dyson competed in the Senior Category representing New Zealand.

- World University Games, Taipei, August 2017 - represented New Zealand
- World Championships, Montreal, October 2017 - represented New Zealand
- Commonwealth Games, Gold Coast, April 2018 - represented New Zealand
- Canadian National Championships, Waterloo, May 2018 - 7th All Around

Aaron Mah is currently at Berkley University in the USA. He competed at Nationals in Waterloo and won silver on Floor in the finals.

Darren Wong competed for the first year in the HP Senior Category in 2018. He was named on the Canadian team for the Pan American Championships in Peru and World Championships in Qatar. His highlights include:

- 2017 Japan Junior, Yokohama - 10th All Around, 6th Floor, 8th Rings
- Elite Canada, Quebec, February 2018 - 3rd All Around
- University of Calgary International Competition, March 2018 - 3rd on Floor
- BC Championships, April 2018 - All Around champion
- National Championships, Waterloo, May 2018 - 6th All Around
- World Championships trials, Montreal, July 2018 - 2nd All Around

Evan Fedder competed for the first year in the HP Junior Category. His highlights include:

- Elite Canada, Quebec, February 2018 - All Around Champion; 1st Parallel Bars, 1st High Bar, 2nd Floor, 2nd Rings
- Provincial Championships, April 2018 - All Around Champion
- Berlin Junior Cup, April 2018 - represented Canada
- National Championships, Waterloo, May 2018 - 2nd All Around; 2nd Rings, 3rd on Floor, 3rd Pommel

Emilio Naidu competed in the Level 5 Category. His achievements include:

- Provincial Championships - 1st on Floor
- Western Canadian Championships - 1st on High Bar

Aries Deza competed in Level 4 Category.

- Western Canadian Championships 2018 - Gold All Around

Our competitive programs have been very fortunate to have such high level experience, knowledge and support from our Program Director, Kyna Fletcher. Her contributions and passion for our athletes and coaches has been an invaluable asset to our programs.

WOMEN'S ARTISTIC GYMNASTICS REPORT: CRYSTAL GILHOOLY

General Overview

The WAG Program managed to run this season with a patchwork of systems that were implemented to account for a high number of unusual situations including an increase in higher level athletes, fewer coaches, and less gym space. Despite these challenges, our coaches and athletes had excellent results.



Number of Athletes

The WAG program remains stable, despite movements within the various training groups. The season ended with 35 women, three less than last year.

Staffing

Our coaching staff decreased by 50% this season for a variety of reasons: birth in the family, professional development in another field, and logistics. This loss was particularly challenging when travel with our NT Member increased. With creativity, tenacity, and desire for excellence, this team worked together to have strong results despite the staffing challenges.

Significant Accomplishments

Producing a WAG Junior NT Member was an exceptional highlight of the season. With ten years of work behind this athlete and her coach. We took necessary steps to meet the needs of athletes at this level in order to represent the Club and Canada.

Our JO Program is becoming one of the strongest in Canada, demonstrated by the record-setting contingent that travelled to Canadians, and a top-3 uneven bars finish at Canadian Championships. Medal count at Canadian Championships, Western Canadian Championships, BC Championships and BC Games has shown that each year is building on the next. Our coaches earned funded Gymnastics BC Team Coach Positions for all of these events.

We also had one judge assigned to Japan Junior Invitational, an official FIG Competition, representing Canada. We had a second judge achieve a Canadian National High Performance rating.

Congratulations to all the coaches and athletes for such excellent results.

Challenges

Our biggest challenge remains to be the number of coaches we have to produce the levels of excellence that we strive for our program.

The second is space and equipment time. The coaching team works well together to share space, communicate, and prioritize the athletes who need it. Thanks to all the coaches and staff for supporting our work and helping make our programs successful!

DEVELOPMENTAL GIRLS REPORT: KIRA HALLWOOD

In the 2017-2018 season, our Pre-Developmental Program offered 3 classes – PD3, PD4am and PD4pm. The PD3 and 4 groups increased so much in size over the season that we had to add a second coach. All PD groups are run during the daytime at Millennium Gym.

The Girls Developmental Program had 3 training groups. The majority of Dev Girls training was at St. James, with G12 training at Millennium on Saturdays. The numbers below reflect the number of athletes in the DEV program. Fortunately, almost all athletes who did not return to the Developmental Program were placed in the WAG program or the Interclub Program!

SEASON	BEGINNING OF YEAR	END OF YEAR
2015-2016	21	18
2016-2017	20	18
2017-2018	30	25

Our Girls Developmental athletes participated in 3 Physical Testing events last year; all during regular training. Families receive progress reports following each Physical Testing event informing them of their daughter’s progress and predicted route going forward (GIC, REC, DEV, WAG)

All Developmental groups also participated at Luau Cup with individual routines on each event. We had wonderful feedback as both the parents and athletes thoroughly enjoyed the opportunity to perform and watch at our home event!

Our staff for Pre-Dev and Dev changed slightly. Bretton Overton remains in the Pre-Dev and Girls Dev programs, Missy Preston and Kira Hallwood have significant coaching roles in the Developmental Program and Kara Krein was added to the Pre Dev program mid-season.



Thank you to the wonderful staff of the Developmental Programs for working hard and making the programs be in demand!

DEVELOPMENTAL BOYS REPORT: RYAN CHIN FEE

Developmental Boys has seen great success in 2017-2018. Group numbers were very high: PD4 9/10 boys; B6 9/10 boys; B9 10/10 boys. As of July 2018, 10 Dev Boys have moved into the MAG program.

All Developmental Boys participated in 2 Kickstart testing events. One in-class, and one during Luau Cup. This was very successful event with every participant being awarded either a Gold score or a Silver score.

We are excited about the new boys who entered into the program and expect good things from them in the next few years!



GYMNASTICS FOR ALL REPORT: MAREE HALL

Despite some significant challenges over the last 12 months, our Gymnastics For All staff continues to offer very good programs to our members. While the percentage of capacity appears relatively consistent, there has been a gradual decrease in membership, particularly Fall 2017. Evaluation of the numbers suggests this could be because of the introduction of full day preschool, increasing costs to families for extra curricular programs for children, demographics (less younger families living in the Kitsilano community), and a change in Phoenix registration procedures where families do not choose to go on waitlists.

The greatest demand and longest waitlists continue to be in the after school classes. Unfortunately we are unable to increase numbers at this prime time due to space limitations. Adding participants to these classes would compromise the delivery of a quality program and lead to negative feedback from our members. With Gymnastics For All, Competitive, Developmental and Interclub Programs running in the Millennium Gym, and Developmental and GFA at St James, space is at a premium. In Fall 2017 we introduced Sunday classes at Millennium instead of birthday parties which increased revenue considerably. This also enabled us to address the long waitlists for the school-aged girls classes.

As always our Administrative Staff do a wonderful job monitoring numbers and spaces on a daily basis, filling any spots as quickly as possible!

The table below compares registration numbers over the past three years:

SESSION	LOCATION	SPACES OFFERED	ENROLLED	CAPACITY	TOTAL
Summer 2016 (July & Aug)	St. James	493	421	85%	91%
	Millennium	1055	1012	96%	
Summer 2017 (July & Aug)	St. James	485	395	81%	86%
	Millennium	1210	1111	92%	
Fall 2016 (Sep to Dec)	St. James	650	588	91%	84%
	Millennium	1249	1169	94%	
Fall 2017 (Sep to Dec)	St. James	600	486	81%	85%
	Millennium	1321	1168	89%	
Winter 2017 (Jan to Mar)	St. James	660	589	90%	94%
	Millennium	1237	1220	99%	
Winter 2018 (Jan to Mar)	St. James	580	510	88%	91%
	Millennium	1317	1233	94%	
Spring 2017 (March to June)	St. James	675	629	93%	94%
	Millennium	1305	1234	95%	
Spring 2018 (March to June)	St. James	533	504	95%	94%
	Millennium	1248	1174	94%	

Spring Break, Winter Break, Summer and Pro-D Day Camps, and Parents Night Out evenings continue to be popular, with families booking Pro D Day Camps well in advance. We are restricted in growing the numbers for Pro D Day Camps due to staff being committed with their weekly coaching schedule. Adding one day schedules to already busy hours can be challenging.

In the past year we have been very fortunate to have a strong core group of coaches with 9 staff working full time hours in the GFA program. Since November 2017, fourteen GFA coaches have left Phoenix to pursue other opportunities (school, travel, new careers, etc.). Sub availability continues to be limited and stretches our resources greatly during illness. Having on-call subs and having enough trained and certified staff is an on-going challenge.

As always our coaching team continually strives to achieve excellence and provide the best possible opportunities for our children and members. We appreciate the support from all members, coaches and staff for the GFA program.

COACH-IN-TRAINING PROGRAM: RYAN CHIN FEE

Ryan Chin-Fee continues to do an excellent job leading our Coach-In-Training program, overseeing our Pre CIT's (24), CIT's (11) and Mentor coaches. Ryan provides excellent leadership, open lines of communication and ensures they are scheduled for appropriate classes.

Ryan developed a set syllabus for Phoenix records and working toward adapting a second version of the CIT program for athletes training 16 hours plus – the content is the same, but more manageable for the athletes. Once again we are very thankful for the enthusiasm and willingness of our up and coming coaches to develop their knowledge and skills with the intent of becoming future Phoenix coaches. Further development of our coach mentorship program is a priority to ensure more experienced coaches can support our CITs in the best possible way.

SPECIAL NEEDS AND PRIVATE LESSONS REPORT: ALYSSA QUATTROCIOCCHI

General Overview

The Therapeutic Gymnastics program at Vancouver Phoenix Gymnastics offers one-on-one coach support to children a wide range of physical, cognitive and emotional needs. We also offered private lessons for neurotypical (without special needs/disability diagnosis) participants. Therapeutic Gymnastics Drop-In was re-introduced as a trial on June 29, 2018 and received positive feedback. We hope to continue a weekly special needs drop-in class in our school-year schedule, during mid-afternoon.

The program continues to become more streamlined and formalized with a required booking form, assessment, as well as entry into a participant database. There is also streamlined registration and payment/funding processes. The Therapeutic Gymnastics program is also working towards a partnership with Kids Physio Clinic.

Registration

This chart displays the number of participants registered in recreational classes with one-on-one support, private/neurotypical private lessons.

FISCAL YEAR JULY 2017-JUNE 2018	
Summer 2017	40
Fall 2017	73
Winter 2018	66
Spring 2018	62

The number of coaches taking on regular hours in recreational one-on-one support/private lessons has grown steadily since 2016. We are very fortunate to have grown our team of incredible dedicated coaches!

Challenges

The challenges we face are mostly related to coaching staff availability and gym space. Most inquiries are for after-school and weekends, which is when most coaches are occupied with classes and gym space is limited. To offset this, we are encouraging families to attend during our less populated times (weekday early afternoons).

INTERCLUB REPORT: KIRA HALLWOOD

In the 2017-18 season, Girls Interclub participated at several local meets and one away meet (Okanagan). All Girls Interclub groups train at the Millennium facility between 6-10 hours per week. Interclub groups train on Wednesdays and Sundays to maximize available gym time. We have one group train on Thursday evenings as space is at capacity on Wednesdays. Sundays have been valuable to the program as we have the opportunity to utilize equipment that is otherwise unavailable.

Our Girls Interclub athletes participated in 3 Physical Testing events last year; all inside regular training. This has proven to be an effective evaluation tool for our program.

We have maintained our ratio of 10:1 in multiple groups to maximize our numbers. The rest of the groups' ratios are 8 or 9:1.

SEASON	BEGINNING OF YEAR	END OF YEAR
2016-2017	58	58
2017-2018	60	57



Challenges

The challenge in the Interclub Program remains the time on equipment and space in the gym. We are currently capped at our current numbers and coach resources.

Thank you to the wonderful staff of the Interclub programs for working hard and making the programs be in demand!

TEAM PROGRAMS ADMINISTRATOR REPORT: ANGIE HOLBROOK

Program-specific & Club Communication

Meet memos and communication with competitive families remains centralized. I continue to work closely with parents to ensure they have all the necessary information for meets and travel. At times this can be difficult as schedules are often out of our control and are received last minute from the host clubs. Parent attendance at orientations remains low in the competitive program (40%). Attendance in Developmental & Interclub Programs slightly higher (60%).

Registration

- Program: 197 members in Team & Annual Programs, up from 190 last year
- Meets: 44 total - Interclub: 5 (1 away); WAG: 10 local, 7 away, 3 international, 4 camps, 3 HP camps; MAG: 6 local, 4 away, 5 international, 3 HP camps

Travel

Travel needs for the club continue to expand. There were a total of 23 travel meets for 2017/2018 (up from 13). Team BC Phoenix for Westerns and Canadians was even larger than last year.

- Hotel, flights, car rental for 22 travel meets/away camps (WAG: 13, MAG:9)
- WAG: Tacoma, Las Vegas, Quebec City, Waterloo, Montreal, France, Columbia, Argentina
- MAG: Berlin, Montreal, Calgary, Taiwan, Japan, Gold Coast
- GBC/GCG sanctioning for all competitions outside of Canada

HUMAN RESOURCES & FACILITY REPORT: EVELYNA CHIU

Staffing and Staff Benefits

In Fall 2017, cash flow issues required us to cutback on payroll. We cut back on front desk hours and staffing, reduced hours of most of our office staff and did not replace positions once they were vacated. Senior Management also cut back on hours to help reduce payroll expenses.

The beginning of the fiscal year required drastic cutbacks in expenses. The first and partial second quarter required full suspension of staff extended benefits in order to preserve cash flow. By early December 2017 the cash flow issue was fully stabilized and under control so we were able to reinstate partial benefits to the staff. In January 2018, we further fine tuned our benefits package in order to accommodate the addition of a dental plan by adjusting the amounts of our Health Spending Account. All our full time (30 hours +) permanent staff are eligible to enjoy benefits including RRSP matching, MSP premium subsidy, extended medical and dental benefits and a Health Spending Account.

By April 2018, we were able to review the coaching wage increment structure and offer wage adjustments as necessary, and in anticipation of the BC minimum wage increase in June. All our staff received at least a “cost of living allowance” increase.

CIT Program

We had 13 CITs that started/continued their program in June 2018. From previous years’ batches, we have seen 3 receive “Trained” status this summer and 5 have received their Level 1 Certifications. They have coached in the rec programs as well as Interclub, Dev Girls and our MAG programs.

Payroll Centralization

In order to trim labour costs, we restructured the payroll approvals of all program areas to one central area so all approvals were cross checked by HR against the schedules approved by our Program Director. The goal for the next year is to transition back to each program area with clearer guidelines for timesheet approval according to budget guidelines.

Building Maintenance

We engaged a consultant to conduct a Property Condition Assessment in February 2018. The comprehensive report has provided us with a detailed tool to help us assess and quantify the maintenance requirements. This has been a tremendous resource for the budget planning of our building contingency fund.

Major repair work of our balcony roof area is underway due to standing water. Work includes replacement of insulation, re-positioning of drain, installation of additional overflow drains. This will be funded by the MSFS.



FUNDRAISING & CLUB EVENTS REPORT: MISSY PRESTON

Fundraising

Daniel's Chocolates - was our Fall fundraiser for 2017. It was launched in November and ran through the holiday season, offering high quality holiday treats to our membership.

Flipathon – The first annual Flipathon ran in February during Canadian Gymnastics Week. The initiative was well received and ran successfully. This will be a recurring event for the Club.

Plant Sale - Our usual spring event ran throughout April offering quality plants from a local greenhouse.

National Sports Trust Fund (NSTF)

Our account with the National Sport Trust Fund was established in 2016 and relaunched in 2017. This initiative will continue to allow us to issue tax receipts (through NSTF) for donations of \$20 or more.

Events

Luau Cup - ran from April 27-29th, 2018, hosting 400 Interclub, Kickstart, Developmental and Adult athletes from over 15 clubs across BC. We ran our first adult social and although it was not very well attended, it was well received and will be considered next year. The event ran smoothly and efficiently except for minor scoring software glitches so alternate options will be pursued for 2019.

Year End Show - ran on June 24th, 2018 to a Disney theme. We ran 4 shows and featured athletes from each program in every show. This year, we incorporated carnival activities and a BBQ for our members to enjoy after each show. Our parent volunteers and staff support provided an enjoyable event for all.

Awards - Our annual Awards Banquet took place on June 26-28th, 2018 in the Mezzanine and Balcony. For MAG and WAG, the awards were presented by coaches while families enjoyed light refreshments. Our Interclub and Developmental athletes celebrated their year with a pool party at Hillcrest followed by a potluck on the Mezzanine.

Club Partners and Sponsors

Pocky - We entered into a partnership with Pocky, who generously donated \$10,000 in product! We focused on Halloween and Easter promotions this year, as well as ongoing sales at the front desk.

SunRype - generously donated 50 cases of juices, fruit leathers and snack bites for the club to offer during our Luau Cup and Year End Show.

We look forward to celebrating the 50th Anniversary of Vancouver Phoenix Gymnastics in 2019.



Notice To Reader

On the basis of information provided by management, I have compiled the balance sheet of **Phoenix Gymnastics Club** as at **June 30, 2018** and the statement of income and surplus (deficit) for the year then ended.

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

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




PHOENIX GYMNASTICS CLUB

**Balance Sheet
As at June 30, 2018**

	2018	2017
ASSETS		
Current		
Cash	\$ 93,095	\$ 166,089
Cash - building maintenance contingency fund	688,024	77,102
Accounts receivables	3,717	5,182
Inventory	2,084	2,985
Prepaid expenses	18,299	12,177
	<u>805,219</u>	<u>263,535</u>
Capital, at cost		
Furniture and office equipment	45,697	45,697
Computer equipment	72,692	70,903
Gymnastics equipment	644,504	573,051
Leasehold improvements	75,884	75,884
	<u>838,777</u>	<u>765,535</u>
Less accumulated amortization	(600,473)	(546,324)
Net book value	<u>238,304</u>	<u>219,211</u>
Cost of long term lease of sport facility		
Millennium Sport Facility Society (MSFS) - startup	123,600	123,600
Millennium Sport Facility Society (MSFS) - facility completion	668,905	668,905
Parks Board reimbursement - facility completion	141,271	141,271
	<u>933,776</u>	<u>933,776</u>
Less accumulated amortization	(479,063)	(441,712)
Net book value	<u>454,713</u>	<u>492,064</u>
	<u>\$ 1,498,236</u>	<u>\$ 974,810</u>
LIABILITIES		
Current		
Bank demand loan - current portion	\$ 28,000	\$ 27,000
Accounts payable and accrued liabilities	60,728	62,957
Remuneration and related costs payable	12,500	25,142
Deferred revenue		
Unearned revenue	692,899	652,716
Uncommitted bursaries	24,525	34,780
Gaming funds	-	68,261
	<u>818,652</u>	<u>870,856</u>
Long term debt		
Bank demand loan	199,471	226,557
Less current portion	(28,000)	(27,000)
	<u>171,471</u>	<u>199,557</u>
Surplus (Deficit)	<u>508,113</u>	<u>(95,603)</u>
	<u>\$ 1,498,236</u>	<u>\$ 974,810</u>
EQUITY		
Surplus (Deficit)	<u>508,113</u>	<u>(95,603)</u>
	<u>\$ 1,498,236</u>	<u>\$ 974,810</u>

Approved by the Directors

 Director

 Director

PHOENIX GYMNASTICS CLUB
Statement of Income and Surplus (Deficit)
For the Year Ended June 30, 2018

	Budget	Actual	Actual
	2018	2018	2017
Gymnastics for All Revenue			
GBC & Club Membership Fees	\$ 127,703	\$ 138,949	\$ 118,775
Recreational Programs	1,839,578	1,951,345	1,748,414
Interclub Program	257,076	255,427	221,063
Birthday Parties	86,800	46,127	76,531
Non-Program Revenue	22,600	42,910	27,825
	<u>2,333,757</u>	<u>2,434,758</u>	<u>2,192,608</u>
Gymnastics for All Labour Expenses			
Recreational Coaching Costs	429,516	466,434	496,933
Interclub Program Coaching Costs	82,622	70,036	95,183
Birthday Parties Coaching Costs	31,570	17,147	38,882
Administrative Wages and Salaries	259,701	196,033	237,725
Employer's Contributions & Benefits	109,525	110,656	127,361
	<u>912,934</u>	<u>860,306</u>	<u>996,084</u>
Gymnastics for All Expenses			
GBC Insurance Expense	73,988	82,886	87,530
Marketing and Promotion	9,000	8,385	13,869
Interclub Meet Travel	4,160	2,448	1,222
Program Supplies & Other Expenses	21,702	11,978	10,806
	<u>108,850</u>	<u>105,697</u>	<u>113,427</u>
GYMNASTICS for ALL Net Income	1,311,973	1,468,755	1,083,097
Contribution to Team Program	<u>(186,522)</u>	<u>(34,418)</u>	<u>(170,614)</u>
COMBINED GYMNASTICS for ALL & TEAM PROGRAM Net Income	1,125,451	1,434,337	912,483
Team Program Revenue			
GBC & Club Membership Fees	10,006	12,371	18,329
Developmental Program	260,237	240,821	195,840
Women's Artistic Gymnastics	229,716	247,525	238,188
Men's Artistic Gymnastics	133,458	140,942	144,096
	<u>633,417</u>	<u>641,659</u>	<u>596,453</u>
Team Program Labour Expenses (includes coaching, administration & benefits in each program)			
Developmental Program Labour	218,470	124,751	100,882
Women's Artistic Labour	338,373	298,941	379,757
Men's Artistic Labour	88,708	137,828	192,783
Program Administration	83,566	60,249	46,821
	<u>729,117</u>	<u>621,769</u>	<u>720,243</u>
Team Program Expenses			
GBC Insurance Expense	8,559	8,455	8,709
Meet & Travel Expenses	69,445	30,517	18,083
Program Expenses	12,818	13,856	16,090
Gym & Equipment Maintenance	-	1,480	3,942
	<u>90,822</u>	<u>54,308</u>	<u>46,824</u>
TEAM PROGRAM Net Income (Loss) before contribution	(186,522)	(34,418)	(170,614)
Contribution from Gymnastics for All	<u>186,522</u>	<u>34,418</u>	<u>170,614</u>
TEAM PROGRAM Net Income (Loss)	-	-	-
Overhead Costs			
Club Management & Finance Labour	471,591	329,240	386,883
Employer's Contributions & Benefits	111,847	71,552	87,056
Premise Costs	258,824	229,376	266,371
Office Expenses	53,965	50,529	77,816
Bank & Finance Charges	170,251	157,426	169,620
Governance & Goodwill	34,300	26,308	62,222
	<u>1,100,778</u>	<u>864,431</u>	<u>1,049,968</u>
Net Income (Loss) before fundraising and amortization	24,673	569,906	(137,485)
Fundraising Income			
Fundraising (net)	7,500	32,142	10,862
Grants/Partnerships (net)	10,000	7,730	18,974
Gaming	76,000	68,261	54,139
Competitions & Events (net)	20,000	17,177	17,927
	<u>113,500</u>	<u>125,310</u>	<u>101,902</u>
Net Income (Loss) before amortization	138,173	695,216	(35,583)
Amortization			
Capital assets (20% declining balance except leasehold improvements that are straight line over 25 year lease term)	40,000	54,149	48,725
Cost of long term lease of sport facility (straight line over 25 year lease term)	40,000	37,351	37,351
	<u>80,000</u>	<u>91,500</u>	<u>86,076</u>
Net Income (Loss)	\$ 58,173	603,716	(121,659)
Surplus (Deficit), beginning of year		<u>(95,603)</u>	<u>26,056</u>
Surplus (Deficit), end of year		\$ 508,113	\$ (95,603)

Note: The Societies Act requires disclosure of employees receiving remuneration above \$75,000. A senior coach received remuneration of \$77,000 in the year.

NOTES ON THE FINANCIAL STATEMENT: TRICIA CHAN

It has been an extremely challenging first year for me. I started this new position facing a cash flow crisis that required drastic measures. By the end of 2017, the crisis management measures put in place allowed our Club to regain stability.

We worked as a team to review and revise operational processes to adapt to an evolving Club, while striving to maintain our standards in programming, member relations and staff satisfaction.

With the program team's cooperation and the tireless efforts of my office team, we managed to turn the year around.

CLUB PROGRAMS AND OVERHEAD

Variances to Prior Year		2018 Actual	2017 Actual	Variance	% change to prior year
Team Programs					
Revenue:		641,659	596,453	45,206	8%
Labour:		621,769	720,243	(98,474)	-14%
Other Expenses:		54,308	46,824	7,484	16%
Net Income (loss):		(34,418)	(170,614)	136,196	-80%
GFA Programs					
Revenue:		2,434,758	2,192,608	242,150	11%
Labour:		860,306	996,084	(135,778)	-14%
Other Expenses:		105,747	113,427	(7,680)	-7%
Net Income:		1,468,705	1,083,097	385,608	36%
Overhead Costs:					
Labour:		400,792	473,939	(73,147)	-15%
Expenses:		463,639	576,029	(112,390)	-20%
Total OH Costs:		864,431	1,049,968	(185,537)	-18%
Net Income (loss) before fundraising and amortization		569,906	(137,485)	707,391	-515%

Implementing payroll controls positively impacted labour expenses. GFA and Team programs saw a 14% decrease in labour and while overhead labour decreased by 15%. Overall controls in the program and overhead expenses also achieved a positive result.

CLUB FUNDRAISING, EVENTS AND GAMING

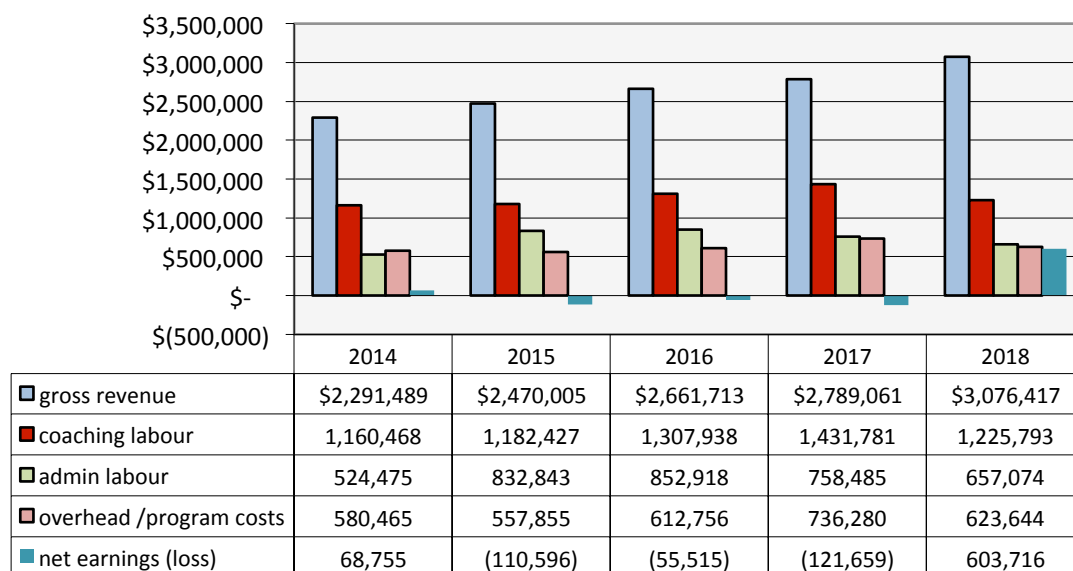
This year's focus on fundraising produced positive results with a notable 23% increase in net income over last year. Events and grants remained steady and stable in comparison.

Variances to prior year				% change to
	2018 Actual	2017 Actual	Variance	prior year
Fundraising Revenue	40,112	23,009	17,103	74%
Fundraising Expenses	7,970	12,147	-4,177	-34%
Total Fundraising Net Income	32,142	10,861	21,281	196%
Event Revenue	41,031	43,066	-2,035	-5%
Event Expenses	23,854	25,139	-1,284	-5%
Total Events Net Income	17,177	17,927	-750	-4%
Grant Revenue: Summer Student	7,729	18,974	-11,245	-59%
Grant Revenue: Community Gaming	68,261	54,139	14,122	26%
Total Grant Net Income	75,990	73,113	2,877	4%
Fundraising, Events, Grants Net Income	125,309	101,901	23,408	23%

NET INCOME (LOSS): 603,715 (121,660) 725,375 596%

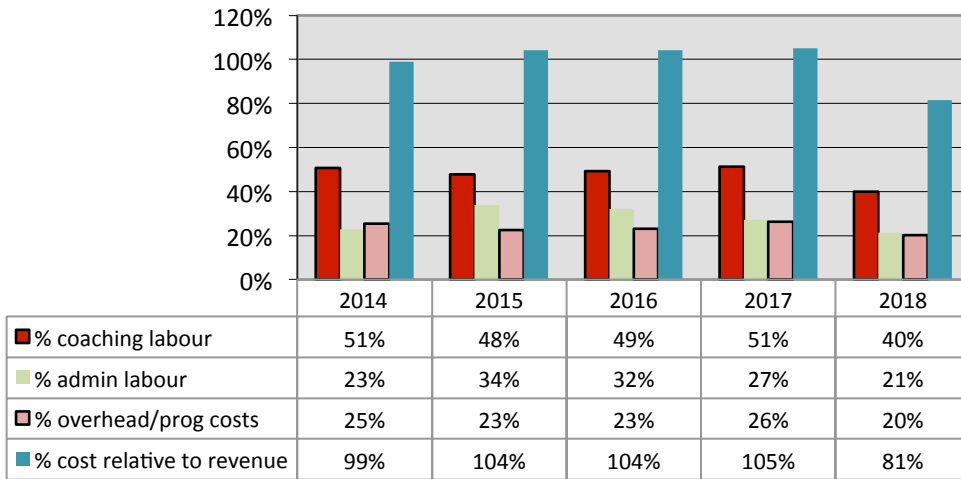
COMPARISON OF REVENUE & EXPENSES

Gross revenues continue to increase, with an increase of \$1.2m from last year. Coaching, OH/program costs peaked in 2017 while admin labour hit its peak in 2016 and has declined steadily since then. There was a significant turnaround of 596% in net earnings, with the first positive net in 4 years in the amount of just over \$600,000.



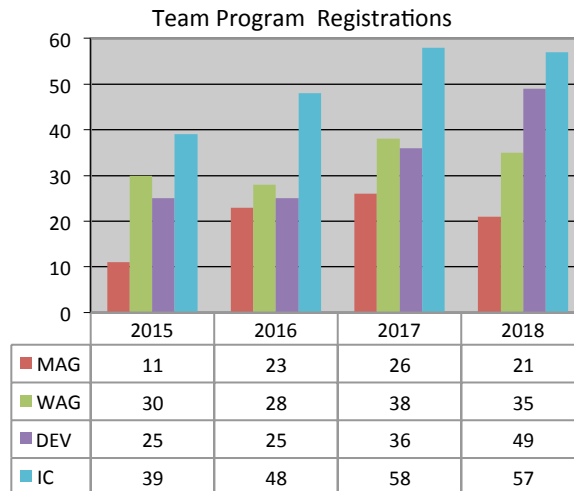
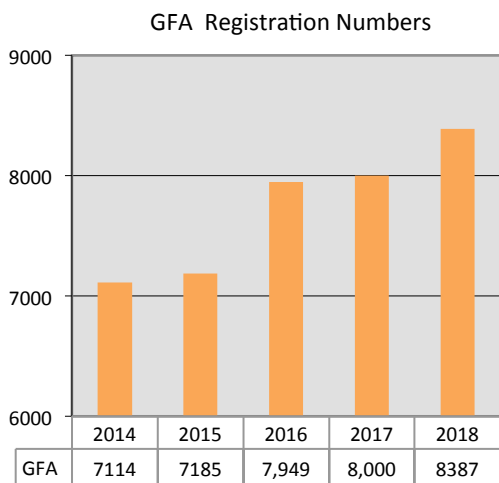
PERCENTAGE OF COSTS RELATIVE TO GROSS REVENUE

The relative coaching labour cost has decreased steadily with the exception of 2017. This year's admin labour is down to 21%, noticeably lower than the previous three years. OH/ program costs have also seen a sharp decrease. 2018 numbers are significant, with overall costs not just within the break even mark, but notably below revenue for the first time in five years, 19%.



ANNUAL REGISTRATION NUMBERS

GFA registrations increased due to the replacement of birthday parties with classes. Each team program has shown steady growth with some changes due to the usual attrition when athletes move away to university or move on to other pursuits.



2018 - 2019 BUDGET SUMMARY

Variations to Budget	2018 Budget	2018 Actual	Variance	% to budget
GFA Net Income:	1,311,973	1,468,755	156,782	12%
Team Net Income (loss):	(186,522)	(34,418)	(152,104)	82%
Overhead Costs:	1,100,778	864,431	(236,347)	-21%

The 12% GFA variance is due to stricter compliance in student to coach ratios and coach scheduling as well as reallocation of classes to meet increased demands of the after school programs. 82% Team variance is attributed mostly to controlled labour costs and maximization of program numbers. Overhead labour was reviewed and adjusted accordingly, hence a result 21% less than budget.

2018 - 2019 BUDGET SUMMARY

One goal in this year's budget is to begin rebuilding the Building Contingency Reserve. Our building is almost 15 years old and repairs and maintenance will need to be considered in the coming years. As a result of last year's cash flow crisis, the Finance Committee has been working on establishing KPIs (key performance indicators) that can be provided to individual programs to measure and monitor labour and other expenses over time.

	Budget 2019	Budget 2018
Gymnastics for All		
Revenue	2,290,151	2,333,757
Labour Costs	742,416	912,934
Program Costs	96,974	108,850
Net GFA Income	1,450,761	1,311,973
Team Programs		
Revenue	659,834	633,417
Labour Costs	631,083	729,117
Program Costs	92,433	90,822
Net Team Programs Income (Loss)	(63,682)	(186,522)
Club Overhead Costs	930,309	1,100,778
Building / Contingency Reserve	400,000	
Total Net Income	56,770	24,673

I would like to acknowledge my team for their unwavering loyalty and support throughout the year. Thank you especially to Rosaura Santillan who spent countless hours reviewing and organizing data that created the framework for the reporting system. Each and every one of the office staff was instrumental in pulling their weight especially during the critical periods. They made it possible for us to achieve the impossible.

I am proud to work alongside such a resilient and resourceful group. When the going got tough, this group stuck together! It is an honour to have such a passionate and professional team. Thank you!