



BADMINTON BC

2016-2017 BOARD OF DIRECTORS

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Dawn McGuire Reeves
(Gabriola)

VICE PRESIDENT

Colleen Van Mook (Prince
George)

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Henry Wong (Richmond)

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MEMBER AT LARGE

Daisy Lee (Burnaby)

MEMBER AT LARGE

Andrew Tsang (Burnaby)

STAFF

EXECUTIVE DIRECTOR

Penny Gardner

**MEMBER SERVICES &
EVENTS COORDINATOR**

Ken Thiesen

**MGR, SPORT
DEVELOPMENT**

Alvin Lau

MAILING ADDRESS

#110-12761- 16 Avenue
Surrey, BC V4A 1N2

CONTACT INFORMATION

604-385-3595
info@badmintonbc.com
badmintonbc.com

ANNUAL GENERAL MEETING

WEDNESDAY, SEPTEMBER 27, 2017 | 7:00 PM

Vancouver Lawn Tennis & Badminton Club

1630 West 15th Avenue | Vancouver BC

NOTICE OF ANNUAL GENERAL MEETING

ANNUAL GENERAL MEETING AGENDA

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PRESIDENT'S REPORT

In July 2017, President Dawn McGuire Reeves resigned her position to follow a dream. I was asked to lead and govern the organization in an interim capacity until the Annual General Meeting in September. My elected position is that of Secretary. I have been honoured to do so and this is my report of the year.

From the beginning of the reporting period I had the honour of supporting the Host Organizing Committee of the 2016 Americas Masters Games as a champion and a representative of the Badminton BC Board. I also had the opportunity to participate as a technical official umpiring in both team and individual competitions. What an event and what a showcase for badminton. Congratulations to the Host Organizing Committee and volunteers, and particularly to Raymond Wong, Chair on a job well done!

We cheered on Toby Ng (Richmond) in his herculean efforts to qualify for Rio 2016 and back to back Olympic Games. You were so close in the end and brought so much pride to Badminton BC. Our junior women wore proudly the red and white of Team Canada at the 2016 Junior Pan Ams and 2016 BWF Junior Worlds. Congratulations Qingzi Ouyang (Delta), Jenna Wong (Surrey) and Kylie Cheng (Vancouver) on their extraordinary performances on the international stage. We opened the calendar year with Team BC (U15, U17, U19) competing at the 2017 Western Canadian Team Championship in Saskatoon and returning with all three (3) Cups!

In closing out the competitive season, Jarin Davison (Prince George) and Courtney Anderson (Prince George) were gold medallists in U19 XD and Davison and Kyler Wilson (Nanaimo) made it a sweep in U19 BD at the 2017 North American Indigenous Games (NAIG); and, in partnership of the Canadian Paralympic Committee, Vancouver Sport Hosting, Hosting BC and the Vancouver Lawn Tennis & Badminton Club, we successfully staged the first BC Para-Provincial Championship and the 2nd Black Knight Para-Badminton National Championship welcoming 18 para-athletes from across Canada and earning 12 medals for British Columbia.

On the international stage, a record 15 BC athletes qualified to represent Canada at the 2017 Junior Pan Am Championship in August. Phyllis Chan represented BC on the coaching staff of the Junior Pan Ams and Ayaz Amlani, Sital Shoker and Rob Oldfield officiated in both national and international play over the season.

I am happy to report that the first year of implementation of the Badminton Canada Player Database is now just behind us and despite some nervous and frustrating moments at the beginning, Badminton BC staff have been able to resolve issues in a timely fashion ensuring now one misses the opportunity to buy or renew membership, or purchase a player license to enter competitions.

Badminton BC continues to be challenged in generating sufficient revenue to cover its liabilities. We have invested in professional staff to ensure technical development remained a priority and ensuring the foundation of Badminton BC was rebuilding for the future. Sport development initiatives led the way (coaches, officials, and athlete development) and a cautious return to event hosting highlighted the year. Something for everyone to play for.

Badminton BC's implementation of the new Strategic Plan 2017-2020 is behind schedule and although there are areas that still require development, we are anxious to engagement and to serve the members.

In closing, I would like to thank everyone who works and volunteers on behalf of both our organization and for badminton in British Columbia.

Respectfully,
Henry Wong
Interim President/Secretary
Badminton BC

EXECUTIVE DIRECTOR'S REPORT

It is my pleasure to report to the members the highlights of Badminton BC's 94th year of incorporation and the conclusion of my third year as Executive Director of the association. Throughout the tenure I have continued to meet with many of key stakeholders in the badminton and sport industries in BC and Canada. These interactions confirm Badminton BC continues to have brand challenges within its own community however is making significant strides to improving identity and increasing profile and credibility in the BC and Canadian sport system. Our purpose is known but not well understood and members appreciate the knowledge, expertise and commitment of the people in leadership. What is crystal clear is the passion for badminton is demonstrated from playground to podium and every town and city in British Columbia.

Over the reporting period Badminton BC accomplished the following in support of its strategic directions:

1) Technical Development – Participation and Performance Pathways, Competition/Event Hosting, Clubs, Coaching and Officiating Pathways, and LTAD.

- In partnership with the City of Vancouver, Sport BC and a Host Organizing Committee (VRC) staged the 2016 Americas Masters Games – BAD competition
- In partnership with BC Games Society, the Kamloops Organizing Committee and the Host Organizing Committee (Kamloops Badminton Club), are preparing to stage the 2018 BC Winter Games. Mary Jo Randall (Victoria) has led this project as the Provincial Sport Advisor while Ashley Robertson is leading field of play as the Sport Chair.
- Staged 5 Provincial Championships and supported 15 point circuit series events
- Initiated Provincial B circuit and Provincial Championships addressing regional gaps in accessibility and LTAD gaps in athlete development
- Compete at the 2017 WCTCs against AB, SK, MB and won all three Cups (U15, U17 and U19)
- Renewed the Championships Program and delivered a Tournament Schedule
- Received the largest BC SPP grant for support of the Shuttle Time Schools program and NCCP Shuttle Time Teacher training (\$30,000)
- Invested in 2 NCCP Learning Facilitators for national training in the Competition Development – Performance Coach
- Engaged in new sport participation initiatives – para-badminton including equipment, competitions and programming infrastructure; 2 sport activations resulting in 236 new participant interests.

2) Member Interaction – Communications, Governance & Leadership, Volunteers, Member Services, Conflict Resolution

- Developed a 2017-2020 Strategic Plan framework following consultation with members
- Proceeded over 2 judicial cases.
- Implemented a national player database and further implemented the new membership model and fee structure; and, migrated provincial data to the new national players database

- Provided significant member service support in membership purchasing, renewal and tournament entry.
- Staged the Best of BC Awards recognizing 21 members for performances in 2016 and nominated 11 members for recognition to the Sport BC Athlete of the Year Awards. There were 2 Community hero nominations and support to Henry Paynter Hall of Fame nomination – West Kelowna

3) Sustainability – revenue generation, business development, operations management

- Engaged new partners - the Canadian Paralympic Committee, Vancouver Sport Hosting, Richmond Sport Hosting, SBC Insurance, Stage and Screen Travel Services, and SD #36 Surrey
- Completed the 2017 Audit of the BBC operations.
- 17 % growth in membership resulted in a 38% increase over projection in revenue however this still only contributes 7% of overall revenue and 23% below the average of other BC provincial sport organizations.
- Prepared to manage a decrease of \$24,0000 in director government support as a result of the 2015 BC Sport Investment Review outcomes

These accomplishments are a testament to the ‘little sport that could’ and its workforce of volunteers and staff. This level of accomplishment however is not sustainable under current capacities and available resources and the association is at risk.

Over the reporting period, Badminton BC received its final contribution (\$128,515) of a 3-year committed level. Outcomes of the BC Sport Investment Review, a 7 month audit of the BC sport system in 2015 and capturing association performance from 2010-2014, resulted in Badminton BC receiving reduced support by \$24,000 in 2017-2018. Many of the activities during the reporting period were to address the most pressing deficiencies assessed in an effort to recover the association. These efforts however may not be realized until 2018-2019. Community Gaming Grant was renewed with an 8% increase (\$73,000). We received the largest BCSP grant (\$30,000) for support of the Shuttletime Schools program and NCCP Shuttletime teacher training.

Revenue from membership dues increased by 38% over the previous year and was a direct outcome of strategic inclusion of membership benefits in program fees, committed resources to membership management and a better software tool for registration and reconciliation. However, sources of revenue from non-dues self-generated funds fell short by 28% and is an ongoing concern. Monitoring of expenses remains vigilant however strategies for more significant changes involving the resource assets - people, places and equipment are now a reality. Long-term sustainability planning will need to include a more aggressive diversified revenue generation plan focused on the ability to optimize direct government funding, self-generate revenue, incorporate fundraising and improve the profile and marketability of the sport and association to be more attractive to potential new customers, prospects, partnerships and sponsors. Fundraising will be a focus in this next period.

Strategy

Our strategy continues to be prioritized in Organizational Sustainability, Member Interaction and Technical Development. Key tactical activities through the reporting period is the pursuit of badminton

in schools, trained coaches and a menu of competitions for everyone to play at the level that best provides meaningful competition and a positive competitive experience.

Programs and Services

Coach Education

Badminton BC continues to invest resources in creating assets in coaches through NCCP coaching education workshops. Growth in the competition stream has slowed however NCCP Shuttletime is a massive success both in the community and with the education field and contributing 93% of the outcomes in this program area. In 2016-2017, Badminton BC trained 164 coaches.

Officials Development

Program staff has worked tirelessly for measurable improvement over the reporting period for the second year. Officials are a necessary component of sport development and an essential service to competitions. Again significant event commitments in the previous year and continuing into in the next year this will need to be a priority for not only the association commitments but also the long term sustainability of the sport and its integrity.

Four Umpires – Henry Wong, Michael Fok, Mikael Kuper and Carlos Costas have been nominated to the National Umpires program. Badminton BC continues its commitment to professionalizing this area as a key to quality assurance standards in events moving forward.

Technical Events

Technical events program (competitions) has been the mark of inconsistency in terms of support to potential current and future hosts. From underservicing in policy and guidelines to over servicing in tournament and participant support this will need to be resolved with the highest priority. Over the reporting period 2 additional provincial championships were added to the menu – Junior B Provincial and Para-Badminton Provincial bringing the provincial championship program total to 5.

This program was accessed by over 2000 participants in 16 different badminton venues to pursue excellence or participation goals of their choice. By the numbers:

| | Female | Male | Total |
|-----------------------|---------------|-------------|--------------|
| Junior | 385 | 723 | 1108 |
| Junior B | 53 | 160 | 213 |
| Para Badminton | 6 | 9 | 15 |
| Masters | 279 | 365 | 644 |
| Senior/Open | 76 | 186 | 336 |
| Total | 873 | 1443 | 2316 |

Unofficial stats until October 29, 2017

Moving forward, opportunities for girls and women will need to be strategically addressed to create more positive outcomes.

Hosting Events

Event hosting has been the cornerstone of the current strategy over nearly two quadrennials. The focus during 2016-2017 was the implementation of a circuit series for learning to train (L2T) participants and para-badminton events. Provincial Championships were still the focus and 2 new championships were added. Very shortly the 2018 BC Winter Games will be contested in Kamloops.

The experience of the Americas Masters Games provided the confidence to dream of what world class can look and feel like. The direct benefit of our presence in these Games facilitated a strong relationship with the City of Vancouver, PavCo and Vancouver Sport Hosting leading to venue, volunteer and equipment legacy to benefit the association leveraging our ability to provide increased support to upcoming events like the 2018 Canadian Masters next April.

Event hosting is however reliant on suitable venues. The inventory and availability of venues suitable for badminton is trending downward and proper inventories of suitable venues for different events will be more important than ever.

Excellence

In 2016--2017, Badminton BC selected and prepared one representative team to compete at regional inter-provincial play. This is specifically the Team BC program which cannot be put on the court without a number of key partners - the athletes clubs, coaches and parents (PACC) who recognize the value and importance of the a multi-sport games and representative team experience as a critical component in the performance pathway and allowing participation. In the reporting period, 11 athletes received \$12,255 in financial assistance to reduce the burden of training and competition costs. With additional partners this level of assistance can be sustained in the future.

Moving forward, Badminton BC will set its performance targets on implementation of the Badminton Canada Podium Pathway and develop a talent identification and ranking program to address team selection and development opportunities while preparing teams for the 2018 WCTC, the 2019 CWGs and 8 teams for the 2018 BCWGs.

Looking Ahead

Looking ahead to the next reporting period, Badminton BC will formulate and operationalize its renewed strategic direction identified priorities while continuing to adapt to the outcome of the BC Sport Investment Review and managing the impact of reduced funding. Although not a preferred situation adversity does present opportunity for new funding sources and to be single minded in the pursuit of revenue generation through commitments namely fundraising.

Trends in the industry indicate competition continues to be fierce amongst sport associations for participants and their dollar of investment. New and potential customers have choice and lots of it. Notwithstanding increased competition for participants and the challenge of membership conversion, we are optimistic on the position of Badminton BC to leverage every opportunity for growth through the investment in people, processes and technology to deliver on the needs of existing members and new customers throughout our footprint.

Our association has a better foundation to move forward than the previous year on but like any good foundation it does on-going maintenance and enhancements for continuous improvement. There are some things that need to be fixed in order to better perform and enter the circle of high performance organizations. We have a strong culture; shared pride in our performance and our footprint is as purposeful today as it was in 1928. Volunteers place great value on working together and they share a genuine desire to serve. We are confident that our renewed strategy will be sound and stable moving forward into the current quadrennial.

In closing, I would like to thank our 1737 members around British Columbia for their loyalty. It is a privilege for us to serve our members well. I also want to thank our sport and funding partners and donors and the Board of Directors for your confidence and continued support. I would like to thank the our Badminton BC staff for their stellar work ethic in support of the members, and the hundreds of volunteers who work tirelessly to provide participants the opportunity to seek excellence and to be active for life.

Respectfully,
Penny L. Gardner, B.Ed., CAE
Executive Director

COMMITTEE REPORTS

NOMINATIONS COMMITTEE

SLATE OF NOMINEES

The affairs of Badminton BC are governed by a volunteer leadership team consisting of seven (7) Board of Directors. The current Board is as follows:

| No. | 2016-2017 Board Directors * (Officers of the Society) | Term of Service | Term Length | Term Expires | Appt'd | Elected | 2017-2018 Board of Directors |
|-----|--|-----------------|-------------|--------------|--------|---------|---|
| 1 | Dennis Brown (Treasurer) | 1 | 2 | 2018 | 2015 | 2016 | Mid-term |
| 2 | Pedro Catalan (Director at Large) | 1 | 2 | 2019 | 2017 | | Appointed Feb 2017 2-year term available for election Will stand for election in 2017 |
| 3 | Daisy Lee (Director at Large) | 1 | 2 | 2018 | 2016 | 2016 | Mid Tern |
| 4 | Dawn McGuire Reeves (President, Resigned 07/17) | 2 | 1 | 2018 | | 2016 | 1 – year term available for election |
| 5 | Colleen Van Mook (Vice President – Resigned 04/17) | 1 | 2 | 2017 | | 2015 | 2 – year term available for election |
| 6 | Henry Wong (Secretary & Acting President) | 1 | 2 | 2017 | | 2015 | 2- year term available for election Standing for Re-election for a 2 nd Term of Service |
| 7 | Andrew Tsang (Director at Large) | 1 | 2 | 2019 | 2017 | | Appointed Feb 2017 2-year term available for election Will stand for election in 2017 |

*Denotes officer

For 2017-2018 and as a result of two (2) additional vacancies, there is five (5) Directors positions available for election.

Badminton BC officially opened the process of nomination in compliance with by-law 7.2 on Candidates completed a Nomination Form and provided supporting information by the closing date of August 18, 2017 fulfilling the requirements of by-law 7.3. At the close, there were 5 nominations received. As a result all available positions has been met with a nominee and therefore in accordance to by-law 7.4 b) there will not be cause for an election.

The Badminton BC Nominations Committee wishes to present the slate of nominations for consideration at the 2017 Annual General Meeting. The nominees are:

- **Pedro Catalan**
- **Andrew Tsang**
- **Jim Allison**
- **Henry Wong**
- **Bonnie Teng**

Nominees Background

Jim Allison

Jim Allison is the principal of Assertive Northwest Property Management Group Inc. and brings to Badminton BC a vast volunteer experience in Canadian amateur sport and condominium industry professional associations where he has served over 20 years on Boards at all levels. Over this time he has guided associations as the President of BC Speed Skating, Speed Skating Canada, Big Brothers of BC and the Vice President of Big Brothers of Canada. He will use his expertise in NFP governance, strategic planning; policy development, finance and business acumen to support the mission of Badminton BC. Jim works well with staff, volunteers and members and is known for his ability to build teams and apply common sense to sometimes difficult and complex situations.

Pedro Catalan

Pedro Catalan has been in the insurance industry since 1989 specializing in commercial and professional liability. On a management track over the last 9 years, Pedro is now the General Manager of SBC insurance where since 2016 he has been instrumental in setting the company up for its next stage of growth in supporting the BC sport sector. Pedro Catalan will bring to Badminton BC his sharp business acumen in guiding the associations' pursuit of best in class risk management and governance practices. Pedro and his wife enjoy playing badminton at the recreational level at their local community centre.

Bonnie Teng

In practice since 1997, Bonnie Teng has been a partner at Direction Legal LLP from 2008 to present. Active in community service championing the Children's Wish Foundation, the Association of Chinese Canadian Professionals, the Vancouver Aquarium and most recently, S.U.C.C.E.S.S. Bonnie Teng is frequently sought after guest lecturer and radio and television commentator on immigration and citizenship with the Canadian Bar Association, UBC and SFU Continuing Education, Continuing Legal Education, S.U.C.C.E.S.S., the Chinese Cultural Centre and Chinese Christian Mission Canada.

Ms. Teng looks to apply her vast not for profit Board experience and legal background to the work of Badminton BC.

Andrew Tsang

Andrew Tsang is an IT consultant with vital experience in business development, quality assurance, strategy and policy development. The long-time Music Director at the Vancouver Chinese Alliance Church, Andrew will be called upon to assist Badminton BC in orchestrating the

invaluable parent's role in the association's fundraising and technology strategy, and a key player in the digital transformation of Badminton BC over the next strategic period.

Henry Wong

Henry stands for re-election to a second 2-year term of service to Badminton BC. He is the President of the Westlu Badminton Club and a Director at the Rosewood Manor. Henry brings expertise in risk management in his capacity with the Government of Canada. He feels his skill set can benefit Badminton BC in a number of areas, including not for profit work, special events, administration, program evaluation, training and education. He is a certified NCCP Level 2 Badminton coach and a Local official.

Thank you to the members of the Nominations Committee for their efforts throughout the year on the important work of Board recruitment on behalf of Badminton BC. Committee members included, Dawn McGuire Reeves, Daisy Lee and Dennis Brown.

Badminton BC wishes to also acknowledge out-going Board Members Dawn McGuire Reeves (President) and Colleen Van Mook (Vice-President) for their time and commitment to the association and wishes both much success in their new roles in education and association management.

Submitted,
Dennis Brown
Chair, 2017 Nominations Committee

2017 BC MASTERS PROVINCIAL CHAMPIONSHIP VENUE INVESTIGATION PACIFIC INSTITUTE FOR SPORT EXCELLENCE (PISE) – VICTORIA BC

The 2017 BC Masters Provincial Championship was awarded to the hosting group of Cindy Simpson (CRBC) and Ayaz Amlani (Sergenti Sports) for the planning and delivery of the event in June 2017.

Following the 2017 BC Masters Provincial Championship there were a number of written complaints received by Badminton BC citing poor and unsafe playing conditions at the venue and other aspects of event delivery during the Championship. This report will capture the findings and recommendations based on these complaints and a series of interviews of both host organizers and event participants.

The outcome of this report will be presented to the Badminton BC Board for approval of recommendations for immediate implementation of the recommendations ensuring this situation does not happen again.

The Competition programs of Badminton BC – point circuit series and provincial championships – are the most important programs offered by the association and is sole source of relevancy to its members. Without members supporting this program, and these events, there will be little purpose for the association to exist. It is vital to ensure this situation does not happen again.

Findings

The investigator reviewed all 5 written complaints and interviewed the Tournament Directors, and two participants. These are the findings:

- Although there were a number of site visits conducted by the Tournament Director (s), and requirements of the venue were discussed with facility staff and Badminton BC. The required changes were not followed through on for implementation at the event.
- There were other evidences (catering) found that despite previous agreements were not executed as agreed by the service provider.
- Badminton BC did sanction the venue by placing it on the tournament calendar in Aug '16. There was no evidence found that when the field of play (FOP) became compromised there were any actions taken to improve or resolve other than temporarily closing courts and rotating to find the most playable – safety and fairness.
- The Tournament Referee indicated that at no time was the safety of any participant in question.
- The playing conditions were not optimal or consistent throughout the tournament.
- Badminton BC did take into consideration the experience of the hosting group and the known challenges of the venue. All parties were very aware.

Recommendations

1. Include minimum standards for venue sanctioning in the association's risk registry
2. Amend the Sanctioning and Hosting Guidelines for new facilities with the following:
All new facilities must be approved for safety and playing standards (safety, fairness and hosting) by a Provincial Referee prior to granting of sanction.
 - Rationale: The approval of the venue is the responsibility of the Tournament Referee as per guidelines. As Tournament Referees are not appointed years in advance. The use of a certified Provincial Referee is acceptable.
 - Application: A Provincial Referee will need to complete a report recommending venue is suitable for sanctioning, based on a site visit. This will be completed prior to any granting of event sanction or awarding of hosting rights.
3. The association will survey the BC masters community to identify the accepted venues for delivery of the Provincial Championship event. Badminton BC will then endeavour to seek hosts 3 years in advance to ensure venue availability in what is currently a very competitive and high demand situation in BC.
4. The association will conduct a facility inventory study to identify those venues suitable for hosting Badminton BC events and publish this for inclusion in the Hosting Guidelines effective for the 2018-2019 season.
5. The association will meet with PISE management to discuss the findings of the event and to discuss necessary requirements for any future event hosting opportunities.

Conclusion

Dedicated badminton facilities in British Columbia are very limited and there is no indication of municipal governments investing in sport-specific facilities as they once did. Privately developed facilities in some regional areas will continue to be developed to support business operations. Badminton, to support growth and make the competitions product accessible to all members in British

Columbia, will need to consider multi-use facilities to meet demand. However, the Association must still ensure that these facilities meet minimum standards for sanctioning, and ensure a fair and level playing field for all athletes.

Submitted,
BADMINTON BC
Pedro Catalan, Director at Large
Aug 16, 2017

EXCELLENCE WORKING GROUP REPORT

The Excellence Working Group used the reporting period to prepare for Committee did not meet during the reporting period but rather took consultative actions when required over the course of the reporting period. There were other engagements that required committee feedback from time to time. The work of the committee included these activities:

- 1- BC Athlete Assistance Program
 - Reviewed and circulated BC AAP criteria for 2016-2017
 - Reviewed application data and made recommendations for funding support.
- 2- Annual High Performance Plan
 - Team BC Coach Staff Posting
 - Team BC CWGs Planning Framework
 - WCTC Team Selection
- 3 - CSIP Targeted Athlete and Coach List
 - Reviewed selection criteria
 - Submitted list to CSIP
- 4 – Project: Podium Pathway
 - Researched available documentation to develop implementation project scope

Respectfully submitted,
Penny Gardner
Staff Support, EWG

JUDICIAL COMMITTEE REPORT

The Judicial Committee managed 2 cases during the reporting period in addition to other engagements that required committee feedback from time to time. The work of the committee included these activities:

- 1 - Team Selection Appeal (1 case)
- 2 – Coach Carding (1 case)

Each case was resolved to the satisfaction of the Committee and Badminton BC.

I would like to thank the committee members Norman Olenick, Alf McGuire, and Anil Kaul for their valuable contribution of time and expertise this past year.

Respectfully,

Dawn McGuire Reeves, Chair
Judicial Committee

RESOLUTIONS

There were no resolutions presented to this AGM.

MEMBERSHIP FEES

ByLaw 2.10 allows the Board to set the annual membership fees. The following fees are due June 1, annually and are in effect until May 31..

1 - Annual membership fees for 2017 - 2018 are:

| Type | Category | Fee |
|------------|--------------|-------|
| Club | Premier | \$350 |
| | Community | \$100 |
| | School | \$100 |
| Individual | Competitive | \$35 |
| | Associate | \$35 |
| | Recreational | \$5 |
| | Single Event | \$10 |

2 - Annual membership fees for 2018 - 2019 are:

| Type | Category | Fee |
|------------|--------------|-------|
| Club | Premier | \$350 |
| | Community | \$100 |
| | School | \$100 |
| Individual | Competitive | \$45 |
| | Associate | \$40 |
| | Recreational | \$7 |
| | Single Event | \$20 |

APPROVED 08-16-2017

