



T.E.A.D. ANNUAL REPORT

2016

THE EQUESTRIAN ASSOCIATION
FOR THE DISABLED



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Message from the Chair of the Board

Dr. Lindsey George

TEAD Board Chair Report 2017

Eighteen months ago the Board made a commitment to review all aspects of TEAD to develop a more sustainable organizational model. We reviewed finances, programs and organizational structure. I'm happy to report that we have completed and reviewed our first year operating in the new model. Our main commitments were to pare back our programming to our core business of individual and group riding lessons and summer camp. We also committed to reducing our operating budget by \$100,000. To achieve this we reduced our costs through streamlining operations and instituting a new organizational structure (for example, doing away with the position of executive director). We also made a commitment to focus our fundraising efforts in three areas: major gifts, major events and community engagement.

In terms of programming we realized that we had grown our commitment to a range of programs without having the funds to support them. We made a decision to get back to our core business – group and individual lessons and summer camp and to stop programming over the winter as this session had not been financially viable. This is in fact what we have done over the past year. Our sessions have been very well attended and the horses have successfully been fostered over the winter. This has significantly reduced our winter costs.

In terms of our budget it was quite obvious that our costs outstripped our income in terms of operations by \$180,000.00. Over the past year we have reduced our operating debt to 1/3 or about \$60,000. It is our belief that over the next 1-2 years we will have stabilized the finances such that our operations will be revenue neutral. Fundraising revenue is up though not as high as we would like it. We've learned, I think, that fundraising is most successful if we focus on a two to three year cycle of doing what is successful. Our two main events this year, the Gala and the Knights of Valor have the potential to raise even more in the coming years. In terms of major gifts and smaller private donations we raised close to \$40,000. In this area we have the potential to raise substantially more but this will take some increased capacity amongst our volunteer base.

Fundraising, as we know, is a very labor intensive activity. We can only meet our targets with continued commitment from a large number of volunteers.

In terms of organizational structure we made the decision not to have an ED position. Instead we created a collaborative management structure with our three senior staff. We have recently undertaken a strategic review of the organization and we believe the structure is a sound one for TEAD.



Two other decisions we made regarding structure are also under review. The first is that we decided, in our first year, not to hire a volunteer coordinator. The functions of volunteer coordination have been spread amongst program assistants and horse management. This has been challenging and the Board and management team will be considering other ways to support our critical volunteer base.

Finally, we feel we need to consider having a dedicated fundraiser. TEAD has no immediate prospect of reliable funding. We have the ongoing task of raising 1/3 of our annual budget. This is a very big ask for both staff and volunteers. While this wouldn't obviate the need for volunteers to support fundraising it could mean that someone would be doing the overall management of fundraising efforts.

I would like to thank our dedicated staff and my fellow Board members. It has been a privilege to serve on the Board this past four years.

Lindsey George, Board Chair

Operational Committees

COMMUNITY ENGAGEMENT COMMITTEE

Chair, Sabrena Dorris

Committee Members: Vivian Lee, Natalie Murdock and Kim Curran-Meadowcroft



The Community Engagement Committee embarked on several initiatives this past year that included having a TEAD Booth at Fall Fairs, placing donation boxes at local businesses and conducting several presentations at local service clubs. Our major event was the Knights of Valour - Jousting Fundraiser. This was a highly attended event that involved having over 600 elementary school students attend an educational program and show, along with an evening dinner show that was sold out with over 300 tickets sold. The evening performance was also well attended and

the event raised \$7,000 for TEAD. It also accomplished the important goal of bringing new people out to learn about TEAD and our wonderful program. The lessons learned from this event will be applied to the next one we run, which we plan to do in the Spring of 2018.

Additional activities coming up for the committee include A Comedy Night - with proceeds going to TEAD; Social Media Contests and more!

The committee will be focused on developing a more robust schedule of activities so that we can be more proactive with getting out to events. This schedule will be available to our membership and volunteers so that folks can get involved where they are able. Please visit our website for updates.





MAJOR EVENTS FUNDRAISING - ANNUAL GALA

Chair, Carol Stanton

Co-Chairs, Hilary Webb, Allison Woodall

The "Jeans and Jewels - An Upscale Hoedown" Gala event was a tremendous success for TEAD. It was planned as an opportunity to gain new friends for TEAD, as well as raising funds that are essential to financially support programming at TEAD. Income raised from this event is \$21,000 and we also established new relationships that will lead to improved community awareness of our organization.



It was a party that included fabulous entertainment from Carl Jennings and Freedom Train, MC involvement from Darrin and Colleen (Fresh FM radio), visits from the Hamilton Police Department's Mounted Unit and a welcome address from Mayor Fred Eisenberger. It was a full dance floor for most of the night! The party was organized by 22 energetic TEAD volunteers, along with exceptional support from Allison Woodall and Hilary Webb. I would like to extend sincere thanks to everyone who contributed time and energy to "Jeans and Jewels". We are looking forward to another Gala celebration with TEAD. Stay tuned for news and dates to come in the future.



MAJOR GIFTS/ SPONSORSHIP COMMITTEE

Chair, Lindsey George

Committee Members: Dale Anderson, Mary Finstad and Erin Harvey

The Major Gifts and Sponsorships Committee is meant to assist the Board in carrying out its key fund-raising role through development and implementation of an ongoing/major patronage strategy, an ongoing/major sponsorship strategy, and securing substantial horse and rider sponsorships. The committee was able to bring in \$40,000 in donations this past year and would like to continue to explore corporate horse sponsorships with a focus on year over year donations. This is an area that the Board would like to devote more time and resources to over the coming year.



Volunteers Highlights 2016

- ▶ During our busiest sessions in 2016 (Spring and Fall) we required more than 250 volunteer hours each week to run the program. These volunteers assisted with classes, grooming and tacking up the horses and leading and side-walking.
- ▶ Each evening dedicated volunteers come out at 7:30pm to feed and water the horses and do final checks on them.
- ▶ Property maintenance, grounds keeping and barn chores are carried out by a small team of dedicated volunteers.
- ▶ Graphic design for brochures, flyers and advertising for our events have been sponsored by and produced by volunteers
- ▶ We had a professional video filmed and created for us by Double Barrel Studios who donated their time and energy to this project.
- ▶ Our IT support including maintenance of our website is provided by volunteer Alistair MacKenzie of Foxroy.
- ▶ Our fundraising event committees comprise of a small number of staff and volunteers who generously give their time. They play an active role in the planning and execution of these events.
- ▶ Volunteers attend Community Fairs and events, promoting TEAD and engaging new volunteers.

VOLUNTEER RECOGNITION

- ▶ At the end of our Spring and Fall sessions and summer camp we like to get together with our volunteers to say thank you with refreshments in the barn at the end of each session.
- ▶ We recognized the great achievements and dedication of specific volunteers each month and will continue to do so through-out the season.
- ▶ In February 2017 we held a Winter Fun Day at the farm in honour of our volunteers. Homemade chili, treats and thank you cards were given to everyone who came out. Sleigh/wagon rides were generously donated by Trillium Hill Clydesdales. We plan to host a similar event next year! We hope that the weather will cooperate better next time!

A heartfelt thank you goes out to all our volunteers for all they do to keep T.E.A.D.'s riders in the saddle and our horses, safe, healthy and happy.



2016 TEAD SPONSORS, DONORS & GRANTS

Pamela Allin	Alison Gibson	Joan O'Callaghan
Alex Paparella	William and Janet Bullen	Leslie Ollerhead
Ancaster Rotary AM	Kevin & Deb Glenn	Optimist Club of Stoney Creek
Archie Horn & Sons Plumbing	Goegan Family	Donna Portree
Bill Arrowsmith	Bruce Goodbrand	Charles Purich
Nancy Bailey	Anita Gough	Catherine Quinn
Carol Baldwin	Gary Grace	Laura Rivers-Young
Bell Canada Volunteer Grant	Greenhawk Cambridge	Ian Robinson
Benevity	Brian Guest	Karol Romanowsky
Binbrook OES #117	Guidice Family	Rotary Club of Ancaster AM
Joyce Bishop	Ham Gallery of Distinction / Scott Radley	Royal Bank
Kevin Blanchard	Carl Hamsfield	Lanny & Marie Salmon
Guerrina Bombini	Harvey Family Foundation	Maria Sedore
Leslie Born	Kerry Houlding	Connie Simpson
Olivia Brown	Independant Order of Odd Fellows	Mary Sinclair
Eileen Bunn	Johanna Beal	Councillor Donna Skelly, City of Hamilton
George & Sandra Burdis	Joyce Johnston	Teresa Smith
Carole Chambers	Ann Jones	Claire St. Pierre
Paul Chatterton	Joel Jordan	Carol Stanton
Checkered Flag Bar and Grill	Nancy Josling	Mary Elizabeth Stanton
Deb Codispodi	Chris Klemens	Donna Sutherland
Lynne Collins	Judy Knighton	Paul and Mary Jane Suwinski
Councillor Doug Conley, City of Hamilton	Heide & Alfred Koehn	David Szwarc
Councillor Tom Jackson, City of Hamilton	Amelia Kowalyshyn	Jeffrey Teal
Lynne Cree	Charles Krick	Gudren Thomas
Da-Lee Dust Control	Judy Mansfield-Jones	Frances Thompson
Del Mitton	Mary Marranca	Sue Tilley
Dendekker, Rachel	Darren McCrory	Doug Vermeer
Diane Bradfield	Nancy McKay	John & Ellie Voortman
Dundas Civitan	Meadowcroft Family	Susan Walker
Amber Fillion	Sarah & Cindy Meinzinger	(We make every attempt to recognize all of our donors. If we have missed you we apologize and ask you to let us know so we can be sure to include you in future)
Food Basics - King St W, Hamilton	Mitchell Abbott Employees Group	
Foodland - Cayuga	Mitchell Abbott Insurance	
Fortino's - Dundurn, Hamilton	Deb Nelson	
Dr. Lindsey George	Mary Ellen Newell	



Financial Report

T.E.A.D. EQUESTRIAN ASSOCIATION FOR THE DISABLED

STATEMENT OF FINANCIAL POSITION

AS AT NOVEMBER 30, 2016

ASSETS

	<u>2016</u>	<u>2015</u>
<u>CURRENT</u>		
Cash (Note 2)	\$ 367,653	\$ 65,275
Accounts Receivable	-	2,738
HST Recoverable	10,145	5,914
Prepaid Expenses	<u>1,547</u>	<u>7,938</u>
	379,345	81,865
<u>Fixed Assets (Note 3)</u>	<u>3,853</u>	<u>399,327</u>
	<u>\$ 383,198</u>	<u>\$ 481,192</u>

LIABILITIES AND NET ASSETS

<u>CURRENT</u>		
Accounts Payable and Accrued Liabilities	\$ 8,254	\$ 75,115
Deferred Revenue (Note 4)	20,919	5,001
Mortgage Payable (Note 5)	-	338,596
Private Operating Loan (Note 6)	<u>-</u>	<u>105,000</u>
	29,173	523,712
<u>NET ASSETS</u>	<u>354,025</u>	<u>(43,520)</u>
	<u>\$ 383,198</u>	<u>\$ 480,192</u>



T.E.A.D. EQUESTRIAN ASSOCIATION FOR THE DISABLED

STATEMENT OF OPERATIONS

AS AT NOVEMBER 30, 2016

	<u>2016</u>	<u>2015</u>
<u>REVENUE</u>		
Grants (Note 7)	\$ 46,353	\$ 43,566
Memberships, Lesson Fees, and Ticket Sales	148,579	193,740
Donations (Note 8)	66,195	29,465
Fundraising	30,350	-
Other Income	5,370	9,135
Donations in - kind	8,295	15,083
Investment Income	-	168
	<u>305,142</u>	<u>291,157</u>
<u>EXPENSES</u>		
Wages and Benefits	167,472	282,740
Professional Fees	29,464	28,914
Operating Expenses	68,185	51,799
Equestrian Expenses	26,871	49,562
Programming Expense	54,380	18,055
Administrative Expenses	16,751	27,247
Amortization Expense	1,224	13,382
	<u>364,347</u>	<u>471,699</u>
<u>EXCESS OF EXPENSES OVER REVENUE</u>		
<u>FROM OPERATIONS</u>	(59,205)	(180,542)
<u>GAIN ON SALE OF FIXED ASSETS</u>	<u>455,750</u>	<u>-</u>
<u>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</u>	396,545	(180,542)
<u>NET ASSETS</u> , Beginning of the Year	<u>(42,520)</u>	<u>137,022</u>
<u>NET ASSETS</u> , End of the Year	<u>\$ 354,025</u>	<u>\$ (43,520)</u>



T.E.A.D. EQUESTRIAN ASSOCIATION FOR THE DISABLED

STATEMENT OF CASH FLOWS

AS AT NOVEMBER 30, 2016

	<u>2016</u>	<u>2015</u>
<u>CASH PROVIDED BY OPERATING ACTIVITIES</u>		
Excess (Deficiency) of Revenue over Expenses	\$ 396,545	\$ (161,427)
Gain on Sale of Fixed Assets	(455,750)	-
Amortization Expense	1,224	13,382
Donation in-kind	-	957
	<u>(57,981)</u>	<u>(147,088)</u>
<u>CHANGES IN NON-CASH OPERATING WORKING CAPITAL</u>		
Accounts Receivable	2,738	981
Sales Tax Recoverable	(4,231)	293
Prepaid Expenses	6,391	(2,758)
Accounts Payable and Accrued Liabilities	(66,861)	51,905
Deferred Revenue	15,918	5,001
	<u>(46,045)</u>	<u>55,422</u>
	<u>(104,026)</u>	<u>(91,666)</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Sale of Fixed Assets	<u>850,000</u>	<u>-</u>
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>		
Private Operating Loan Repayments	(105,000)	50,000
Repayments of Mortgage Payable	(338,596)	(12,307)
	<u>(443,596)</u>	<u>37,693</u>
<u>CHANGES IN CASH AND EQUIVALENTS</u>		
<u>DURING THE YEAR</u>	302,378	(53,973)
<u>CASH AND EQUIVALENTS, Beginning of the Year</u>	<u>65,275</u>	<u>119,248</u>
<u>CASH AND EQUIVALENTS, End of the Year</u>	<u>\$ 367,653</u>	<u>\$ 65,275</u>



THE EQUESTRIAN ASSOCIATION FOR THE DISABLED

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