



SINGAPORE CANOE FEDERATION

3 Stadium Drive #01-33 NSA Office Singapore 397630

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SINGAPORE CANOE FEDERATION

Annual Report for Year Ended 31 March 2021

The Singapore Canoe Federation (“SCF” or “the Federation”) was registered as a society in 1971 with a Constitution as its governing instrument. In 2011, SCF was registered as a charity under the Charities Act (Chapter 37) and has been accorded Institution of a Public Character status from 7 March 2021 to 31 March 2024. SCF is committed to a high standard of corporate governance. The Federation’s Council, which has the responsibility of the management of the Federation under Art IX of the Federation’s Constitution, recognises the importance of good governance in providing greater transparency to its operations, as well as being critical to its effective performance.

Unique Entity Number (UEN)	:	S71SS0035C
Institution of a Public Character (IPC)	:	IPC 000508
Registered Address	:	3 Stadium Drive #01-33 NSA Office Singapore 397630

The members of the Federation’s Council (“the Council”) in office at the date of this report are listed in the two tables that follow.

The office bearers in the Council, who form the Federation’s Executive Committee (“the EC”), are:

Name	Designation	Occupation/ Company	Date of First Appointment to current designation	Date of Latest Appointment to current designation
Mr Yip Kwan Guan	President	Education Officer, Jurong West Secondary School	20 July 2013	17 August 2019
Dr Zason Chian Lit Khoo	Vice-President	Deputy Head, Senior Lecturer National Institute of Education, Nanyang Technological University	11 July 2009	17 August 2019
Mr Sean Chan Sik Lung	Vice-President	Head of Regulation and Risk Management, Keppel Infrastructure Holdings Pte Ltd	8 July 2017	17 August 2019
Mr Vincent Wong Heng Choy	Vice-President	Assistant Programme Chair, Republic Polytechnic	8 July 2017	17 August 2019
Mr Francis Ng Yong Kiat	Vice-President	Deputy Chief Prosecutor, Attorney-General’s Chambers	17 August 2019	17 August 2019
Mr Henry Sim	Honorary Secretary	Senior Technician, Tuas Power Generation Pte Ltd	11 July 2015	17 August 2019
Ms Qiu Yunru	Assistant Honorary Secretary	APAC Category Manager, Professional Services / Air Liquide Industrial Services Pte Ltd	11 July 2015	17 August 2019
Mr Richard Lee Cheow Lien	Honorary Treasurer	Executive Director, System Integration & Technology Pte Ltd	17 August 2019	17 August 2019
Ms Yeung Xintian	Assistant Honorary Treasurer	Director, VelvetGear Pte Ltd	17 August 2019	17 August 2019



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The Elected members from the affiliates are:

Name	Designation	Affiliation	Date of First Appointment to current designation	Date of Latest Appointment to current designation
Mr Tony Tan	Council Member	The Boys' Brigade in Singapore	20 July 2013	17 August 2019
Mr Kim Yong Kang	Council Member	Outward Bound Singapore c/o National Youth Council	17 August 2019	17 August 2019
Mr Wilson Quah	Council Member	Sea Hawk Sports Club	17 August 2019	17 August 2019
Mr Low Sung Sheng	Council Member	PAssion WaVe	17 August 2019	17 August 2019

Length of Service of Council Members

The Federation hereby declares that the following Council members have served more than ten consecutive years on the Council:

1. Mr Yip Kwan Guan was first appointed to the Council in 2001 by virtue of his vast experience in organisational leadership for canoeing. With more than three decades of canoeing involvement, he is also competent in various types of water sports. Appointed as the President in 2013, he has been instrumental in setting new historical milestones for SCF such as the achievement of 7 Gold Medals in the 2015 Edition of the SEA Games. Moreover, he has been at the forefront in advising and leading the Annual Workplan for the Federation. Mr Yip's contributions, with deep foresight and mastery expertise in canoeing, are assets to SCF and he is one of the significant, key resource persons for the Federation.
2. Dr Zason Chian Lit Khooon was first appointed to the Council in 2003. Since 2009, he has been a Vice President and has been involved in overseeing the High performance aspects of the sport since. He possesses an invaluable knowledge and experience in sport and it is vital to the committee.
3. Mr Henry Sim was first appointed to the Council not later than in 1997, and has held the position of Honorary Secretary since 2013. He is currently the Treasurer of the Asian Canoe Confederation and is actively involved in the South East Asia Confederation. Mr Sim's long service in the Council makes him a veritable "knowledge bank" and as the Council undergoes changes from time to time, he is the key link for the "gap" in knowledge and history of the sport.
4. Ms Qiu Yun Ru was first appointed to the Council in 2009. Since 2015, she has been the SCF's Assistant Honorary Secretary, supporting Mr Sim in overseeing the administrative duties in the Federation. She has over 10 years of finance and procurement experience and plays a big part in guiding the secretariat team.

They are all valuable members to the Federation and are committed to achieving long-term success. It is not always possible to find individuals with similar background. The Federation has benefitted greatly from their guidance and dedicated service as Council members.



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Banker	: DBS Bank
Auditor	: S B Tan Audit PAC
Other Advisor(s)	: 1. Mr Desmond Lee Ti-Seng (Advisor) Minister for National Development & Minister-in-charge of Social Services Integration 2. Ms Sun Xueling (Advisor) Minister of State, Ministry of Education & Ministry of Social and Family Development

1. OBJECTS

The objects of the Federation, as set out in Article III of its Constitution, are:

- 1.1 To be the national governing body of the sport of canoeing in the Republic of Singapore.
- 1.2 To advance, promote, organise, control and safeguard the sport mentioned above, in all its forms and to work to improve its standards and facilities available.
- 1.3 To represent the Republic of Singapore in all matters pertaining to this sport, arising both at home and abroad.
- 1.4 To endeavour to co-ordinate the interests in and related activities of this sport of all its affiliates in the Republic through the participation in activities conducive to the attainment of the above-mentioned objects.
- 1.5 To be affiliated with the Singapore National Olympic Council, People's Association and with the International Canoe Federation.
- 1.6 To obtain, collect and receive money and funds by way of contributions, donations, subscriptions, legacies, grants or any other lawful methods for or towards the objects of the Federation.



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2. MEMBERSHIP

As at 31 March 2021, the Federation had a total of 31 Ordinary Members and 17 Associate Members.

Ordinary Member		Corporate Associate Member	
1	American Dragons Singapore	1	A Lumi Pte Ltd
2	Austcham Paddle Club	2	Camelot Pte Ltd
3	German Dragons Singapore	3	Constant Wind Pte Ltd
4	Hwa Chong Alumni Association	4	Explora Pte Ltd
5	Hwa Chong Junior College (JC) Alumni	5	Innotrek Pte Ltd
6	Invictus Canoe Kayak Sprint Club	6	Kanoe Sport
7	Lightning Kayaking Club	7	Paddlers Gateway
8	MOE- National School Games Office	8	SAFRA National Service Association
9	Mountbatten Constituency Sports Club	9	SP Alumni
10	Nanyang Polytechnic	10	Sportshub Pte Ltd
11	Nanyang Technological University	11	X-current Pte Ltd
12	National Cadet Corps	12	X'treme Kayaking
13	National University of Singapore	13	XSNA Pte Ltd
14	Ngee Ann Polytechnic	Individual Associate Member	
15	NUS Alumni Canoeing Team	1	Andreas Kaestel
16	Outward Bound Singapore c/o National Youth Council	2	Joseph Ang Chee Huow
17	PAssion WaVe	3	Marc Lorenzi
18	Republic Polytechnic	4	Thomas Dowdall
19	Sea Hawk Sports Club		
20	Singapore Civil Defence Force		
21	Singapore Institute of Management Pte Ltd		
22	Singapore Institute of Technology		
23	Singapore Management University		
24	Singapore Paddle Club		
25	Singapore Polytechnic		
26	Singapore University of Social Sciences		
27	Sport Singapore		
28	Tampines North Community Sports Club		
29	Temasek Polytechnic		
30	The Boy's Brigade in Singapore		
31	Waterways Watch Society		



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3. REVIEW OF FINANCIAL STATE AND EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS

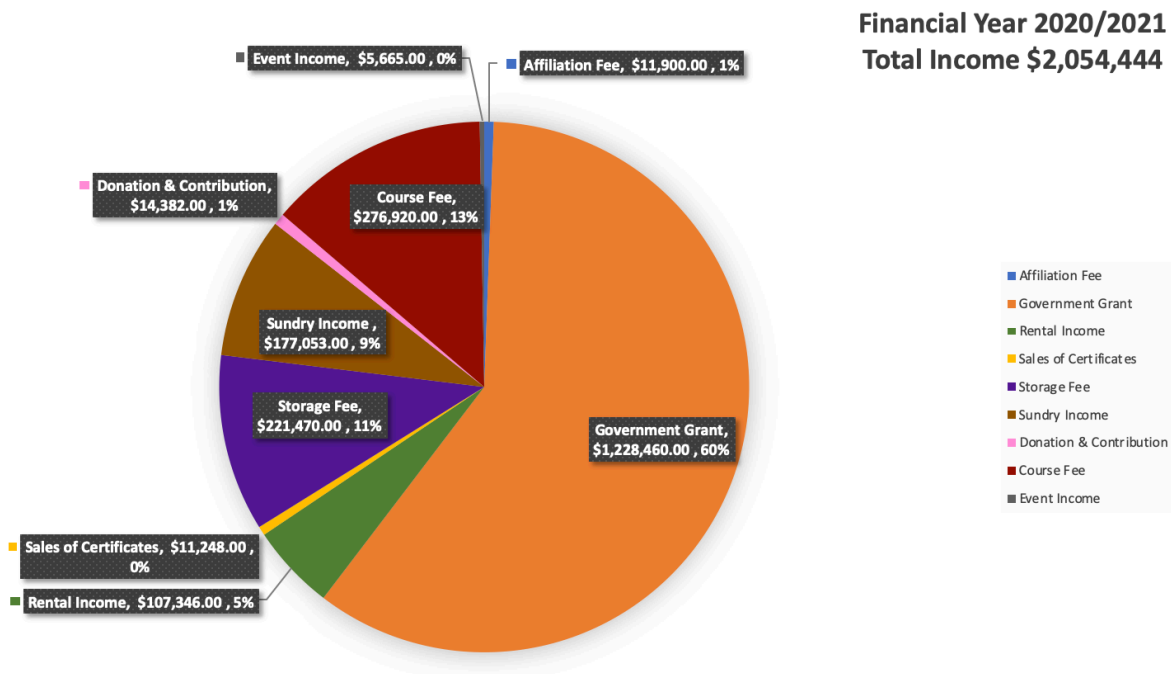
3.1. Funding Sources

The Federation's source of funding include boat storage fees, course fees, event registration fees, sponsorship, membership fees, government grants and donations.

3.2. Financial Highlight

- During the year, the Federation recorded an expenditure of \$1,715,682. The total income was \$2,054,444, which included grants received from Sport Singapore ("SportSG") of \$1,228,460 and the operating income of \$825,984. The net income was \$338,762.
- The Secretariat ensured that funds were utilised for its intended purposes and half-yearly reports were provided to SportSG.
- S B Tan Audit PAC was responsible for auditing the Federation's account for Financial Year 2020/2021. As at 31 March 2021, the Federation was in a favourable position with accumulated funds totalling \$1,234,761.
- Statement of accounts for the financial year ended 31 March 2021 is attached as follows.

Financial Year 2020/2021 Total Income



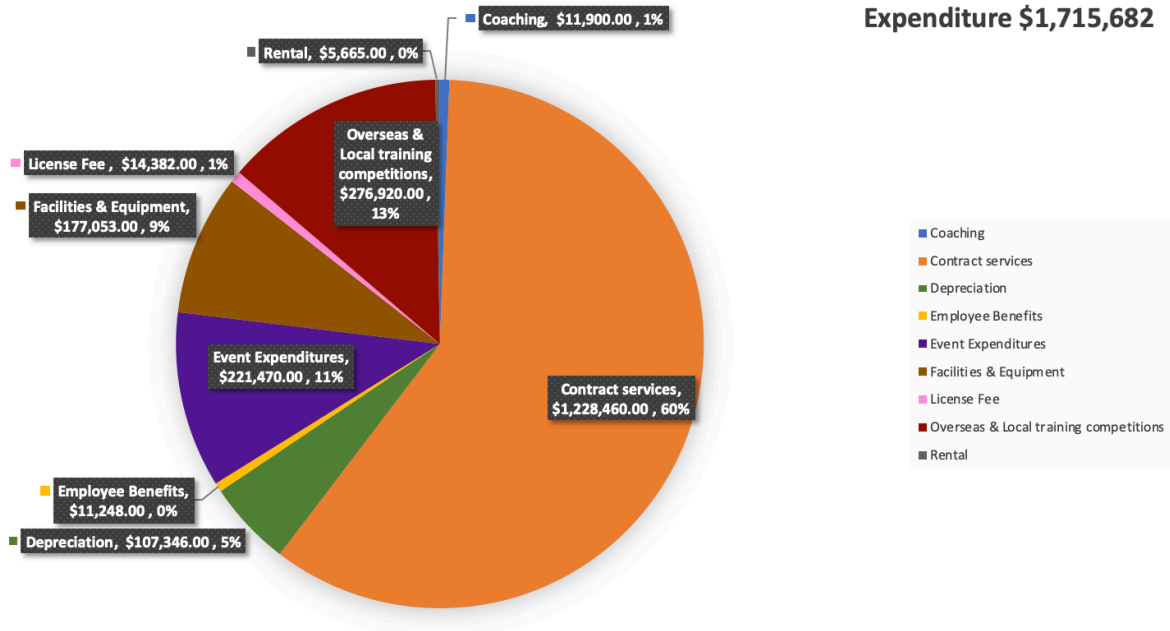


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Financial Year 2020/2021 Expenditure

**Financial Year 2020/2021
 Expenditure \$1,715,682**



3.3. Reserves Policy

	2021	2020
Unrestricted Funds (Reserves)	\$1,234,761	\$1,024,083
Annual Operating Expenditure	\$1,715,682	\$2,547,429
Ratio of Reserves to Annual Operating Expenditure	0.7197	0.4020

The reserves of the Federation provide financial stability and the means for the development of the Federation’s activities. The EC reviews the level of reserves regularly for the Federation’s continuing obligations.

4. CHARITIES GOVERNANCE EVALUATION CHECKLIST

In implementing good governance practices, the Federation adopted best practices closely aligned to the principles in the Code of Governance for Charities and Institutions of Public Character (“Code”). In adhering to the Charity Council’s requirements that all IPCs shall disclose the extent of their compliance with the Code, the Association’s Governance Evaluation Checklist can be found on the Charity Portal Website www.charities.gov.sg.



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5. MANAGEMENT AND AVOIDANCE OF CONFLICTS OF INTEREST

The EC, which is responsible for the management of the Federation's day to day operation pursuant to Article IX paragraph 4 of the Constitution, and staff are expected to avoid actual and perceived conflicts of interest. The EC and staff must disclose any outside activities, financial interest or relationship that may pose a real, potential or perceived conflict of interest. Disclosures are to be made to the Committee, with the required approval obtained before accepting any position as an officer or director of an outside business. Where a conflict of interest arises, the Committee will evaluate whether any potential conflict of interest will affect the continuing independence of the EC and whether it is appropriate for the EC to continue to remain in the Committee.

To be effective, declarations of interests are conducted annually in written form. Updates to declarations are made during the year as and when they occur. During the financial year, no paid staff of the Federation was related to any member of the EC.

6. WHISTLEBLOWING

A whistleblowing policy is put in place to provide a framework to address concerns about possible wrong-doings or improprieties in financial or other matters, and to nurture a culture of integrity and transparency within the Federation.



REVIEW OF ACTIVITIES

7. EXECUTIVE COMMITTEE MEETINGS

A total of nine (9) EC meetings were held during the financial year. The following sets out the individual EC members' attendance at the meetings:

Name	Designation	Date of Executive Committee Meeting									Total Meetings Attended
		23 Jun 2020	23 Jul 2020	20 Aug 2020	24 Sep 2020	22 Oct 2020	24 Nov 2020	21 Jan 2021	25 Feb 2021	30 Mar 2021	
Mr Yip Kwan Guan	President	√	√	√	√	x	√	√	√	√	8/9
Dr Zason Chian Lit Khoo	Vice-President	√	√	√	√	√	√	√	√	√	9/9
Mr Sean Chan Sik Lung	Vice-President	√	x	x	√	√	√	√	√	√	7/9
Mr Vincent Wong Heng Choy	Vice-President	√	√	√	√	√	x	x	√	√	7/9
Mr Francis Ng Yong Kiat	Vice-President	√	√	√	x	x	√	√	√	x	6/9
Mr Henry Sim	Honorary Secretary	√	√	√	√	√	√	√	√	√	9/9
Ms Qiu Yunru	Assistant Honorary Secretary	√	√	x	√	√	√	x	√	√	7/9
Mr Richard Lee Cheow Lien	Honorary Treasurer	√	√	√	√	√	√	√	√	√	9/9
Ms Yeung Xintian (Assistant Honorary Treasurer	x	x	x	x	x	x	x	x	x	0/9

8. ANNUAL GENERAL MEETING 2020

The Annual General Meeting ("AGM") of the Federation was held wholly by electronic means on Saturday, 26 September 2020, at 10:00 a.m. via Zoom. A total of 20 Ordinary Members and 4 Associate Members were present for the AGM 2020. The minimum required quorum of one-third of the total number of ordinary members present was met and the AGM could proceed.



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9. SCF EVENTS/ COMPETITIONS

9.1. Events for 2020

Most of SCF Events were cancelled due to the COVID-19 situation.

Event	Status
2020 Singapore Junior Canoe Sprint Championships	Cancelled
2020 Inter-Tertiary Canoe Sprint Championships	
2020 Singapore Kids Kayaking Championships	
2020 Singapore Canoe Sprint and Paracanoe Championships	
2020 SSSC National Schools Games Canoeing Championships	
2020 Singapore Canoe Polo Championships	
2020 Singapore Canoe Slalom Championships	
2020 POL-ITE Canoe Sprint Championships	
2020 Singapore Ocean Cup	

9.2. Events for 2021

I. Go! 50km Paddle Challenge				
Date	Venue	No. of Participants	No. of Manpower	Finance
8 January - 30 April 2021	Anywhere, Singapore	296	3	Revenue = \$6,850.00 Expenses = \$7,911.56 Loss = \$1,061.56
Conclusion	<ul style="list-style-type: none">• Despite the COVID-19 situation, overall it was a successful event with 296 participants.• SCF will need to boost up the challenge media coverage and gain more community outreach.• SCF partnered up with Children's Aid Society and raised a total of \$5,595 of funds. (\$1,370 from registrations and \$4,225 from giving.sg)			

9.3. Other Activities

2021 Asian Canoe Polo Championships

Due to global concern regarding COVID-19, and travel restrictions, the Federation made the difficult decision to postpone the 2021 Asian Canoe Polo Championships to 2022.



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10. FUNDRAISING EVENT

There was no fund-raising event held by the Federation during the financial year from 1 April 2020 to 31 March 2021.

11. WATER CENTRE OPERATIONS

11.1. Paddle Lodge at MacRitchie Reservoir

- a. Improvements in Paddle Lodge at MacRitchie Reservoir
 - The new public rental booking system was launched on 11 Dec 2020 on the Federation's website.
- b. Inspection of boat sheds for fire hazard and inventory check of boats were conducted. Quantity of registered boats in MacRitchie Reservoir as of 31 March 2021 – 1037.
- c. Obtained PUB's approval of beyond daylight training for Canoe Sprint National Athletes.

11.2. Paddle Lodge at Pandan Reservoir

- a. Improvement in Paddle Lodge at Pandan Reservoir:
 - Installation of boat rack for Canoe Polo National Team equipment.
- b. Inspection of boat shed for fire hazard/rack condition and inventory check of boats were conducted. Quantity of registered boats in Pandan Reservoir as of 31 March 2021 – 173.
- c. Obtained PUB's approval on night training during weekdays for Canoe Polo National Athletes.

11.3. Kallang Water Sports Centre (KWSC)

- a. Quantity of registered boats in Marina Reservoir as of 31 March 2021 – 1273.
- b. Old rack disposal was completed on 19 Aug 2020. 8 MOE racks were moved into KWSC on 20 Aug 2020.



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12. CANOE SPORT

Breakdown of the number of participants who attended courses in Singapore:

a. Number of Certified Coaches (1 April 2020 to 31 March 2021)

KRL 1	KRL 2	KRL 3	KRL 4	KRL 5
36	7	6	0	0

b. Number of Certified Kayakers (1 April 2020 to 31 March 2021)

1 Star	2 Star	3 Star	4 Star	5 Star
2,573	2,349	4	0	0

c. Number of Kayaking Orientation Programmes (1 April 2020 to 31 March 2021)

Total number of Kayaking Orientation Programmes	Total number of participants
60	1,511

13. CANOE SPRINT

13.1. Team Composition - Kayak

Coaches	Squad	Men	Women	Sub - Total
Balazs Babella Denes Szaszak (Part-time) Bill Lee Wei Liang Agnes Szabo Lucas Teo (Part-time)	spexScholars	1	2	3
	Senior	3	1	4
	Development	6	6	12
	Juniors	22	14	36
	Total	32	23	55

13.2. Team Composition - Canadian Canoe

Coach	Squad	Men	Women	Sub - Total
Gyorgy Lentuloy	Development	4	4	8
	Juniors	3	0	3
	Total	7	4	11

13.3. spexCarding

Carding Level	FY20
S2P	2
S3	1
E3/E3P	2
Youth	26
TOTAL	31



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13.4. Covid – 19 Safe Measures Management Plans

Period	Description
7 April – 1 June 2020	Circuit Breaker <ul style="list-style-type: none">Home based training
24 June 2020	National Squads resumed water training <ul style="list-style-type: none">Phase 2 “Safe Transition” Safe Return to Sports Plan ver1.0 and ver2.0
5 October 2020	Resumption of land training <ul style="list-style-type: none">Phase 2 “Safe Transition” Safe Return to Sports Plan ver3.0
27 December 2020	8 athletes per group instead of 5 athletes per group <ul style="list-style-type: none">Phase 3 “Safe Nation” Safe Return to Sports Plan ver4.0 and ver5.0

13.5. Local Time Trials and Selection Races

Dates	Event
23 – 24 July 2020	Kayak Senior Team Internal Time Trials
29 July 2020	SCF x ACA collaboration for U14/U13s recruitment
21 & 22 August 2020 28 & 29 August 2020	Kayak and Canoe Teams Internal Time Trials
24 – 26 September 2020	Kayak Senior Team Internal Time Trials
22 – 23 December 2020	Junior Teams Internal Time Trials
29 – 31 January 2021	January 2021 (Asia Olympic Qualifiers Selection 1)
26 – 28 February 2021	February 2021 (Asia Olympic Qualifiers Final Selection 2)
18 – 21 March 2021	National Junior and Development Selections

13.6. Overseas Competitions and Training Camps

There were no overseas competitions and training camps due to Covid-19.

13.7. Coaching Development

- Second cycle of SG-Coach Level 1 Full-Integrated Canoe-Sprint Course was conducted between 14 December 2020 to 7 March 2021. The course is endorsed by SportSG and conducted by Ms Annabelle Ng, SCF’s national coaches and Dr Cheryl Tay from ActiveSG Canoe Academy.
- Total of 25 participants signed up for the course. 20 out of 25 participants passed the course and received an integrated Canoe Sprint coaching certification for both theory and technical aspects of the level 1 syllabus.

13.8. Fleet of Boats Renewal

The Federation purchased 10 x K1s for the Development and Junior Team.



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14. KID-IN-A-KAYAK PROGRAMME

Collaboration with ActiveSG Canoe Academy

The collaboration agreement between ActiveSG Canoe Academy (“**the Academy**”) and SCF for the period from 1 July 2020 to 30 June 2021 was signed on 13 July 2020. The purpose of the collaboration is to combine resources to develop and expand paddling programmes for children and youth via the Academy. The Academy took over the operation of the Federation’s KIAK programme at MacRitchie and Marina Reservoirs.

15. CANOE POLO

15.1. Team Composition

Coaches	Squad	Men	Women	Sub - Total
Li Xingfu	Seniors	0	12	12
	U21s	17	7	24
	Total	17	19	36

15.2. National Team Training

National team training has resumed from 18 June 2020, with the relevant safe distancing measures among groups put in place and enforced by the coaches.

15.3. Canoe Polo Court @ Bedok Reservoir

The Canoe Polo Court @ Bedok Reservoir was opened on 13 October 2020. The rental hours start from 0930 to 1630 hrs. Boats, life vest, paddles and helmets are included for each booking.

16. CANOE OCEAN PADDLING

The Ocean Paddling Competency framework was successfully completed in March 2021. The certification programme aims to provide a framework to help local paddlers understand their range of competency with regards to open water paddling and safety in Singapore. The framework was launched in collaboration with the Police Coast Guard and Maritime and Port Authority of Singapore, which helps to align expectation in the ocean paddling community. This framework prepares paddlers to handle the local conditions and is also applicable for milder conditions overseas. It is also worth for the paddlers to understand that weather conditions overseas can be very unpredictable and the individuals should exercise self-awareness to determine if they can handle those conditions. SCF targets to launch the Ocean Paddling Competency Star Award programme in May 2021.



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17. STAND UP PADDLING

A Stand Up Paddling (SUP) committee has been formed in November 2020. SCF aims to promote and organise programmes and events for the SUP community. We would like to welcome the committee to our big family.

Name	Designation
Mr Loke YP	Chairperson
Mr Tony Lee	Vice Chairperson
Mr Mike Lim	Secretary
Ms Julia Chua	Marketing
Mr Eugene Low	Coaches Committee, Safety & Risk Assessment
Mr Ho Kah Soon	Coaches Committee, Events, Programme & Sponsorship
Mr Anthony Ang	Events, Programme & Sponsorship
Mr Loh Fock Jin	Events, Programme & Sponsorship

18. PARA-CANOE

The Paracanoe programme was moved to online training in early April 2020 due to the COVID-19 pandemic. Training was resumed in June 2020.

19. TECHNICAL OFFICIALS

Due to global concern regarding COVID-19, and travel restrictions, all International Canoe Federation races have been cancelled. Hence, no events require technical officials.

20. MARKETING COMMUNICATION AND SPONSORSHIP

20.1. Website

The booking system for boat rental at The Paddle Lodge @ MacRitchie Reservoir was implemented on the SCF website. Patrons are able to book rental slots online through our website.

20.2. Social Media

- For the financial year 2020/2021, a total of 82 posts were published on our social media. Please refer to the following table for the types of posts made.

No.	Type of posts
1	National/Local Canoeing Events
2	Updates on National Teams (e.g. international competitions, training)
3	Recreational activities/programmes (e.g. star courses, boat rental)
4	Safe management measures for COVID-19
5	SCF 50th anniversary

- As of 31 March 2021, we have 4,125 likes on our Facebook page and 1,701 followers on our Instagram page.



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20.3. SCF 50th Anniversary Logo Design Contest

- a. We have launched the 50th anniversary logo design contest via social media to introduce a new SCF logo for our 50th anniversary.
- b. 31 entries were received and the winning entry from Mr Erasmus Yeo was chosen via community voting and voting in the Council & Selection Committee. The campaign was well-received by the canoeing fraternity.

20.4. SCF 50th Anniversary Coffee Table Book

To celebrate SCF's 50th anniversary, we will be launching the first coffee table book by the Federation. Currently, work is in progress and we target to roll it out by the end of Year 2021.

21. STAFFING

The secretariat of Singapore Canoe Federation is headed by Chloe Goh, the General Manager, who was appointed on 1 June 2018.

As at 31 March 2021, SCF had a staff strength of 14 full-time employees.

Secretariat

Name	Designation
Ms Chloe Goh	General Manager
Ms Elaine Ong	Senior Human Resource & Finance Officer
Mr Bryce Goh	Water Activities Management Bodies Executive
Ms Roseryani Binte Mohammed Jefferi	Events Executive
Mr Goh Eng Soon	Senior Programme Executive
Ms Teo Ling Xuan	Marketing and Business Development Executive
Ms Ng Jing Hui	High Performance Manager
Ms Arisa Tay Jia-Min	High Performance Executive
Mr Balazs Babella	National Head Coach (Canoe Sprint – Kayak)
Mr Bill Lee Wei Liang	National Development Coach (Canoe Sprint – Kayak)
Ms Agnes Szabo	Assistant Development Coach (Canoe Sprint – Kayak)
Mr Lentuloy Gyorgy	National Head Coach (Canoe Sprint – Canadian Canoe)
Ms Cheong Hui Ling	Operations Executive
Mr Thomas Ang	Operations Executive

Employee Remuneration

Top 3 key management personnel in remuneration bands:	2021	2020
- \$100,001 - \$150,000	1	1
- \$40,001 - \$100,000	2	2



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22. ANY OTHER MATTERS

Safe Management Measures in response to COVID-19

In view of the measures implemented by the Multi-Ministry Taskforce, and advisories issued by SportSG, the Federation put in place safe management measures to ensure the health and well-being of all members of the canoeing community.

Date	Safe Management Measures
26 March 2020 until 30 April 2020	Kayaking activities for affiliates and SCF participants (including training, courses, programmes and group rental) are to be limited to a maximum of 10 people per group. Affiliates & participants are to maintain at least one metre physical spacing between themselves during briefings/warm-ups/land or water activity.
7 April 2020 until 1 June 2020	All activities (including training, courses, programmes and public rental) suspended, as Paddle Lodge @ MacRitchie Reservoir, Paddle Lodge @ Pandan Reservoir & Kallang Water Sports Centre will be closed.
23 June 2020 onwards	The Safe Management Measures for the resumption of SCF operations for Phase 2 was released on 23 June 2020. Kallang Water Sports Centre, the Paddle Lodge at MacRitchie Reservoir and Pandan Reservoir operations resumed on 25 June 2020.
29 July 2020 onwards	The updated SMM plan was released on 29 July 2020. The following updates on the Safe Management Measures (SMM) for Phase Two: a. All individuals will be allowed to use 'multi-seat' crafts. The maximum no. of paddlers on each craft is capped at the maximum capacity of the craft or "5 paddlers + 1 coach/instructor/leader", whichever is lower. b. As the NSA Office is closed, all collections of certificates will be relocated to Kallang Water Sports Centre.
28 December 2020 onwards	Release of safe management measures for the resumption of paddling activities for Phase Three ("Safe Nation") was released on 28 Dec 2020. Group activities are limited to no more than 8 participants (up from 5 previously).



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23. FUTURE PLANS

The Priorities for Financial Year 2021/2022

23.1. Business Capability

- Growing our revenue streams and improvement of the Federation's sustainability index by increasing participation rate through promoting courses, programmes and events
- Continue to reduce annual operation expenditure
- Develop marketing and communications strategy to increase exposure and attract sponsorship
- Scouting for a sea front training centre
- To introduce a series of promotions, programmes and events to commemorate the SCF's 50th anniversary

23.2. Corporate Governance

- Adoption of an improved constitution consistent with the Mandatory Governance Principles for NSAs

23.3. High Performance

- Establish long term high performance plan and programmes, target Major Games goals
- Youth development athletes pathway in partnership with the Academy

23.4. Coaching Development

- NROC membership registration for all SCF employed coaches
- Coach education and development plan in partnership with ActiveSG Canoe Academy
- SG-Coach Level 2 Full-Integrated Canoe-Sprint Course
- Foreign coaches to contribute towards the development of local coaches through mentorships, coaching clinics and / or Continuing Coach Education workshops

23.5. Outreach

- Formation of Sport Safety committee and develop and / or review safety guidelines and practices
- Developing a training course programme on how to conduct kayaking expeditions safely

The above constitutes the Annual Report of the Singapore Canoe Federation.

Prepared for the Federation as at 31 March 2021

Mr. Yip Kwan Guan
President

Mr. Henry Sim
Honorary Secretary

Mr. Richard Lee
Honorary Treasurer