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BY ANDY ADAMS

Demographics Over Disaster

IT JUST WOULD NOT BE “Canadian” to be smug. It’s almost “un-Canadian” to even talk about this but, as a country, we do seem to be doing well while many other countries are suffering with government debt and devastating economic conditions.

History will probably mark these years as the great global debt crisis. Things are very tense in the investment community. Stock markets rocket up, then plummet back down. Every big news story seems to trigger a major response.

Shocking stories about the US housing markets continue to appear in the media yet the Canadian housing market is up about 7% from 2010 to 2011 (Globe & Mail).

On page 21, data from Transport Canada shows that 2011 new vessel licenses are up 10.9% from 2010.

Half of Canada’s population are members of the Baby Boom generation – people born between 1946 and 1964. The first ‘Boomers’ hit age 65 this year and they are used to (or at least aspire to) a good life. A boat will be a part of that good life for many and we’re betting that they will continue boating in the years to come.

Let’s hope it’s demographics over disaster for our market in the coming year!

On page 20, read about how True North Yachts has succeeded in spite of the turmoil of the past few years.

On page 14, read about Paul and Karen Nickel and the Pride Marine Group. On September 29th, they expanded into their sixth location with more service and showroom space than ever.

Those marine dealers are expanding. But some hope to retire. In our August 2011 issue, Mark Sanderson provided us with an article directed to those people thinking of selling their marinas and retiring from the business. Mark’s article is a must read if you are selling or buying.

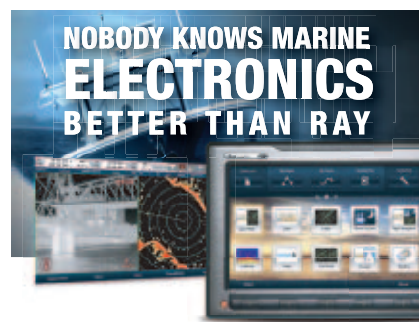
Can’t locate your August issue? Go to www.boatingindustry.ca and click “DIGITAL ARCHIVE”. Archived issues are available free, in digital form to read anytime.

Also in our August issue, you can go back and check out Dawn and Don Abel at Mountain Trout House Marina. We profiled them in that issue because they are new owners. The Abels wanted to get into the marina business, they searched out a suitable property and they bought it.

But before they did, they joined the Boating Ontario (formerly OMOA) organization and attended the annual conference. The Boating Ontario Conference and Trade Show proved to be a valuable opportunity to meet a whole range of important suppliers, information contacts and other marina owners too.

The 2011 Boating Ontario Conference and Trade Show is coming up December 4 to 6 at Deerhurst Resort in Ontario. Rooms and conference registration costs are very reasonable and we want to emphasize that the Boating Ontario organization has always been willing to include non-members who want to attend the conference, or get into the business.

If the time is right for you to attend, go to their website at www.boatingontario.ca and register for the conference. Who knows – I may even see you there! ■



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Features

MANUFACTURING & FABRICATION

Bluenose II Restoration Project

6

IMPACT

Pride Marine Group – A Cool Business Model for the Future

14

MARKET RESEARCH

The Canadian Market is Still Hot

21



6



20



14

Departments



Insight	3
Ad Nauseam	12
The Boat Shop	19
Dealer Profile	20
Across Canada	24
New Products	29

On the Cover: Paul Nickel standing on the docks at the original location near Bracebridge on Lake Muskoka!

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Boating Industry Canada is published six times annually. To subscribe, go to:
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BLUENOSE II Restoration Project

Combining Traditional Wooden Boatbuilding with
New Technology in Construction and Systems

BY PATRICIA NELDER



PHOTO CREDIT: Maurice Crosby

THE INSTALLATION of the 'Whiskey Plank' in the hull of the Bluenose II Restoration project on September 9, 2011 marked an important milestone. The whiskey plank or shutter plank is the final plank installed in a planked wooden hull and is celebrated for many reasons. Its position should be one, according to naval architect and marine historian Howard I. Chapelle, that can be put on without great twist and that requires no steaming; this plank has to go between all the other planks and

often involves difficult shaping to accommodate all the angles. As it is impossible to use clamps, the other planks being in the way, the boat builder has to be creative in its fitting. Often the placement of this plank means the finish of a project phase, the opportunity to receive a progress payment. Some boat builders may have a small celebration involving whiskey, or in Nova Scotia, perhaps rum! The smiles evident on the faces of Wade Croft and the workers of Snyder's Shipyard who are planking the

hull proved that this was indeed worthy of the celebration. For the Bluenose II restoration, the wooden hull is now ready for caulking, fairing and painting, and work can now start in earnest on the interior, the systems, the deck and the deck houses.

The Nova Scotia fishing schooner, Bluenose II, was constructed as a replica of the original Bluenose, a famous fishing and racing schooner designed by William J. Roué, built in Lunenburg, Nova Scotia, and launched in 1921.



Kevin Feindel, General Manager Lunenburg Industrial Foundry and Engineering seen here on deck of Bluenose II restoration.



Captain Wayne Walters, Director of Operations, Bluenose II, in the Bluenose II Restoration Visitor Centre.

Bluenose II was built as a yacht from similar plans and launched from the same shipyard in 1963 for the Oland's Brewery. The ship was later acquired by the province of Nova Scotia to act as its sailing ambassador. Captain Wayne Walters, a former Captain of Bluenose II, is the Director of Operations of Bluenose II for the Lunenburg Marine Museum Society on behalf of the province of Nova Scotia. This not-for-profit organization operates The Fisheries Museum of the Atlantic in Lunenburg for Nova Scotia Museums. Captain Walters is responsible for the long-range planning for the ship including the maintenance. He has been aware of the gradual deterioration of the hull and drooping of the bow and the stern known as hogging. In 2007, he and the current Captain Phil Watson, included in their maintenance plan for the ship, a restoration plan in order for the Bluenose II to continue providing service to the Province of Nova Scotia as its sailing ambassador. Timing is everything, and with the availability of the Canadian federal government's infrastructure funding, the province of Nova Scotia announced that the restoration of the Bluenose II would go ahead with both federal and provin-

This shows the Bluenose II restoration at the very beginning.

cial funding project in 2009. The project started in late 2010 and the restored Bluenose II will be sailing in 2012.

The Lunenburg Shipyard Alliance (LSA), contracted to perform the restoration, combines the talents of three of the Lunenburg region's marine businesses: Covey Island Boatworks – builder of custom composite yachts for the world since 1979; Lunenburg Industrial Foundry & Engineering – a marine engineering and foundry servicing the marine industry since 1891; and Snyder's Shipyard – builders of traditional wooden vessels on the Lahave River since 1944. The LSA mandate includes restorations of classic yachts and tall ships in addition to new construction of yachts up to 160 feet and their expertise includes traditional methods of boat construction as well as modern processes including composite and cold molding.

Al Hutchison, general manager of Covey Island Boatworks says LSA found it quite simple to divide the project into specific tasks based on the specific skill sets and core competencies of each company; the work force from the three com-

panies is currently running at approximately 42 full-time crew. Alan says the construction is more of a hybrid process where modern methods of construction are combined with traditional ones.

For example, the frames for the restoration are laminated with epoxy resin from approximately 21 laminates of a South American hardwood species from the country of Suriname, called angelique. The hull is traditionally planked with angelique and the interior ceiling is laminated douglas fir. The deck beams are 10" laminated angelique and the deck planking will be douglas fir.



With all the frames in place, the size and shape of the Bluenose II are now plainly evident.



The men working about mid-ships gives a scale to this 161 foot schooner.



This shows the interior ceiling almost complete.

The decision was made to completely renew the hull and at the same time bring the vessel into a classification association: The American Bureau of Shipping (ABS).

The mission of ABS is to serve the public interest as well as the needs of its clients by promoting the security of life, property and the natural environment primarily through the development and verification of standards for design, construction and operational maintenance

of marine-related facilities. Lengkeek Vessel Engineering (LVE) of Halifax was awarded the design contract for the restoration of the Bluenose II that would incorporate traditional construction methods and a lifespan of 50 years. The LVE CAD drawings have been converted into beautiful shop floor drawings by Vern Shea of Shea Marine Services.

Kevin Feindel, general manager of

Lunenburg Industrial Foundry and Engineering (LIFE) is responsible for the installation of the systems for the restoration project, including propulsion, plumbing, electrical, ventilation and equipment. The propulsion system will be twin John Deere 235 HP (at 2100 RPM) diesel engines. The propeller shafts will be 18' 6" long, 3" in diameter and will each swing a 36" diameter MAX feathering propeller. On board electrical power will be supplied by two Kohler generators, 80KW and 30KW to drive the windlass, watermaker and other equipment. Currently Feindel is working out the positioning of the tanks. The Bluenose II restoration hull is divided into six watertight compartments with watertight bulkheads running from the keel to the underside of the deck. All penetrations of these watertight bulkheads have to be watertight including all the piping using Roxtec sealing systems to the many tanks: six fuel, two fresh water, three grey water and one black water. These tanks are under the cabin floor. Right now, he is waiting for the final decision on the ballast that will be poured before the tanks can be installed. As with any boat building project there are delays caused by changes in design

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Bluenose II Restoration Project

The Bluenose II Restoration project is located at the Lunenburg Shipyards Alliance's new boat shed at the Lunenburg Marine Railway Company on the waterfront in the beautiful and historic town of Lunenburg, a UNESCO World Heritage Site. The Lunenburg Marine Museum Society operates the Bluenose II restoration staffed information office on-site and offers interpretive site tours. To date, they have spoken to over 41,000 visitors and their web cams have received over 1,300,000 views – 110,000 this August alone.

novascotiawebcams.com

The Lunenburg Shipyards Alliance (LSA)

http://thelsa.ca

Captain Wayne Walters' Facebook

facebook.com/Bluenose II

The Fisheries Museum of the Atlantic

museum.gov.ns.ca/fma

SPECIFICATIONS

Length Overall	161'49 m
Deck Length	143'44 m
Waterline Length	112'34 m
Beam	27'8 m
Draft	16'5 m
Displacement	285 tons/258 t
Bowsprit (projection)	17'6"/5.4 m
Formast	118'36 m
Mainmast	125'10"/38 m
Fore Boom	32'9"/9.8 m
Main Boom	81'25 m
Fore Gaff	32'11"/9.8 m
Main Gaff	51'15.5 m

which may seem minor on paper but will affect all aspects of construction.

The general arrangement of the Bluenose II restoration is specified by Captain Walters in collaboration with boat builder John Steele of Covey Island Boatworks. Walters wanted to get back to the traditional styling of the original Bluenose rather than the yacht styling of the Bluenose II. The forward accommodation (fo'c'sle) will be a traditional arrangement of eight crew bunks and a table, a further eight crew bunks will be in the hold, and aft of the salon are bunks for the engineer and second and third mates. The shorter deck house has accommodation for the Captain and first mate, a full head complete with bathtub, and the navigation cabin which will house all navigation equipment plus the electrical panels and provide work space. Steele is specifying that the Captain's and the first mate's cabins be finished in clear varnish so that the construction methods used and the beautiful woods can be showcased.

The Bluenose II restoration will carry the existing rig from the Bluenose II and the sails and running rigging are currently in storage waiting for their opportunity to be used again. ■



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Smaller May be the **New Big**

BY JOHN MORRIS

IN THE 1975 EPIC, Jaws, Roy Scheider saw the size of the shark he was about to encounter and uttered the now famous phrase, "We're going to need a bigger boat." Well, the problem for today's dealer isn't fear of getting chomped, but they might be mistaking the situation that lurks in the water when it comes to their customers' needs and desires.

The entire business hinges on two-foot-itis. Sell the customer a runabout, then a Citation, then a flybridge then...you get the picture. Trade them up from a J24 to a J105; from a Catalina 27 to a 34.

But just when you thought it was safe to go back into the water, consumer tastes are shifting. Actually consumers are shifting – they are getting older, families are moving away and they want less complication in their lives. The good news is that they are better off and are more enthusiastic about spending, if they can get what they want.

This may be my own snobbishness, but I think ultimately we will all be living in Paris. In my non-expert assessment, Paris is luxurious, classy and sophisticated, but you can get an apartment that's five times the size at half the cost in Mississauga. Parisians don't crave living in Mississauga or Bobcaygen, lovely as those spots are. No, they revel in their small, luxurious settings, spend fortunes on dinner and jewelry, and count themselves lucky.

Unlike much of the rest of the world, thanks to our wide-open spaces, North America has long prized size over other attributes. That has produced a consumer who values BIGGER things; we have traditionally wanted big homes, big cars, big meals and, yes, big boats. Could that be changing?

You don't have to be David Foote, but that demographer has endlessly spoken of the changing Canadian population profile including an important presenta-



In keeping with the idea of smaller but higher value, the Cruisers Yachts people have just spent a year developing the new 41 Cantius model, a significantly smaller yacht that still embodies many of the virtues seen in the much larger 48 Cantius. We were there in Wisconsin to drive the prototype last month - the first journalists to get onboard this new boat.

tion to a packed TIBS Breakfast, a few years ago.

We know the population is aging. Consider this. According to Human Resources and Skills Development Canada, in 1971 the median age (half the population older, half younger) in Canada was 26.2 years. In 2010, that median age had risen to 39.7 years. In 1971, 8% of the population was 65 and over; in 2011 that has risen to 14.4% and is projected to be 18.5% in 2021 and higher after that. This is not just government bafflelegab – these people are you and I and the numbers can be accurately predicted.

Beyond those raw facts, what we intuitively know is that families and their kids are getting older and have other interests than hanging with their parents; older owners want boats that are more easily handled and require less maintenance; in the case of sailboats, crew is harder to find than ever; older adults are developing a taste for luxury. This must certainly point toward low maintenance, glamorous boats that reflect who these owners have become – classy, discerning and compact. We're not speaking of the impossibly rich and famous; we are speaking about the increasing cohort of Canadians who are a little older, perhaps still working, but able to enjoy life and rightly feel they are

entitled to do so.

Where are these classy smaller boats? Well, there have been some but you can bet there will be more. Consider the Audi A3 or Mercedes-Benz B2000, both small but creature comfort cars kinda' like you might find in Europe. In the auto world, small but well-designed vehicles are increasingly the choice of Canadians (more so than south of the border, where dreams and waistlines still run wild.) Surely the boat world will catch up.

But fear not – you are already jumping ahead to 'how does that make money for me.' The older, wealthier, smaller-thinking owners will still want to spend their money, so why not with you. Trade them up the luxury scale to a Cobalt, SeaRay or one of the many other brands that offer amenities on smaller craft. I am comfortable predicting that many builders will soon be offering the equivalent of the Mini Cooper or Fiat 500, smallish boats with sex appeal. It makes sense; even a wealthy owner resents gas prices while their atrophying bone structure is begging them to dock and maintain something a trifle easier on the limbs.

Your service is key both to customer retention and to your bottom line. There's nothing new in that except it is really the time to step it up as many notches as you can. Consider adding to your offerings – perhaps in new categories like healthy provisioning, or bedding and high-end dishes. (Take yourself into Whole Foods for a shopping trip sometime – you'll see that price is no object for some shoppers.) Perhaps this is the time to add to your meal prep facilities, maybe take a look at to-the-boat meal delivery. They might not yet be asking for those services, but may well welcome them.

We may not be Paris anytime soon, but boaters may well be exploring The Good Life 2.0 where bigger isn't the only criterion for better. ■

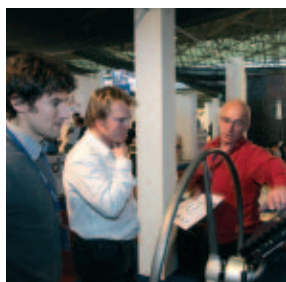
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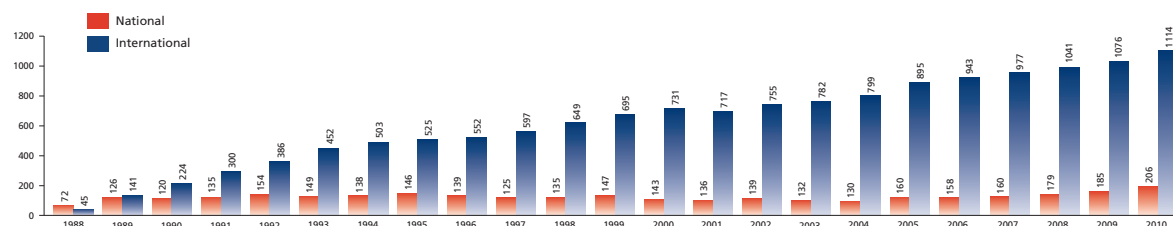
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Pride Marine Group

A Cool Business Model For The Future

BY ANDY ADAMS



FOR SOME TIME NOW, we have watched as the Pride Marine Group expanded to a total of five on-the-water locations supported by cool websites and an enormous boat show display.

The boat show display offers an important clue to the company's success. They have practically taken over the entire west end of the main building at the Toronto International Boat Show; a space that had never been very popular or productive for anyone else. For several years now, as I walk past the Pride Marine Group display, it's like seeing a show within a show. Their large population of staff and salespeople are almost constantly engaged in conversation with customers and their many boat lines are creatively displayed on lifts, platforms and on the floor, but always with enough space that you can clearly see each boat.

Their approach to the boat show demonstrates significant creative and independent thinking and those same talents seem evident throughout the entire organization. As much as you want to give credit to Karen and Paul as owners, Paul was quick to explain, "I surround myself with really smart people and then I take their advice. I make them part of something that is completely cool."

Over the years, the marina business has seen a few people come in, and expand in a big way only to get caught in one of the inevitable business downturns. It doesn't seem likely that the Nickels will suffer this fate. Paul explained, "The business is built to last –

Paul Nickel in front of a display of new boats at Pride of Muskoka in Bracebridge – one of six Pride Marine Group locations.



The Cabana store is quite substantial with a wide range of clothing and accessories, skis and boards, tubes and ropes and everything you could possibly want for having fun at the cottage right down to ice cream and a candy store.

the best brands, high-end clients and a net promoter score of 95.6%.”

I’m used to seeing Consumer Satisfaction Index (CSI) scores but this was new to me. Paul explained that traditional CSI scores in the high 90s sound terrific, but CSI scores can be manipulated so that the question does not lead you to get better. Paul described a book that has been guiding his thinking for some time. It’s called ‘The Ultimate Question’ by Fred Reichheld and it deals with customer loyalty graded on their “Net Promoter Score”. This ultimate question is: how likely are you to recommend this business to your family or friends?

The top 5% of businesses in the world score above 75%. With a score of 95.6%, the Pride Marine Group is right up at the top of the heap, but to stay there, they keep working to learn what it would take to improve.

Paul shared an anecdote with me. They had just delivered a new boat to a customer. The customer told Pride’s delivery specialist that he thought there should have been an anchor in the boat. Pride’s delivery person was back within half an hour with an anchor, but if it had already been in the boat, the customer would have scored them a 100. The missing anchor dropped them to 97. The high net worth individuals Pride is dealing with have extremely high expectations. Meeting and exceeding those expectations is what it takes for them to recommend Pride Marine Group to their friends and family.

That’s aiming for the top – no doubt

about it. It really makes you wonder where Paul Nickel came from and how the Pride Marine Group came to be what it is today.

Paul’s history and background is not what you might have guessed. He wasn’t born and raised in Muskoka at all. He’s from a Mennonite family and grew up in the Kitchener/Waterloo area. He met his wife Karen in school. Her father, Dave Pride operated the top-rated car service business in Kitchener/Waterloo and had a cottage in Muskoka. When Dave Pride went into semi-retirement, they bought a marina property that was primarily a barging site (called St. Elmo’s Wharf and Whitehead’s Marina) near Bracebridge where the Muskoka River empties into Lake Muskoka. They renamed their marina Pride of Muskoka.

After Paul and Karen were married, Paul started working with the family at the marina. In 1991, in the heart of the last major downturn, they decided to start selling boats and secured the Mariah brand. Paul told me they had to take four boats and they had no idea how they were going to sell them. Luckily, Mariah targeted the higher end customers, the marina did well with the brand until it went into receivership in 2007 and at that point, it picked up Crownline Boats.

Other important milestones since Karen and Paul bought the business from Karen’s parents 17 years ago came in 1996 when they gained Nautique/Correct Craft, then Edgewater boats in 1997, Chris Craft in 2005 and the Chaparral line two years ago.

The Muskoka lakes area is a great spot for boats and boating with a lot of wealthy families enjoying high-end cottages, so you might think that starting a marina there would guarantee success. But, that would be forgetting that before Pride Marine started, powerhouse businesses like Port Sanfield Marina, Gordon Bay Marine, Walker’s Point Marina and a host of others were already serving the area well. Gaining a foothold in the market was not easy.

The obvious question to ask Paul was; “Did you get into the business with a plan to expand to multiple locations?”

Paul enjoyed telling the story. “Expansion started with a conversation with Jeff Barnes, (now Pride’s Director of Marketing) who told me that there was a marina for sale on Lake of Bays. By that time, I had more good staff than I really needed and I saw it as a natural thing for the business to grow and create opportunities for our people. Lake of Bays was a small property though. [He laughs.] It’s still small!”

After pausing for a minute, Paul continued and said, “Then we started to think that if we were seriously in the marina business, we not only had to be good, but our business model had to be replicable. We looked at some of the most successful dealerships like Gordon Bay and Crates and both have one successful primary location with additional sales offices. There really wasn’t a multi-location model established in our part of Canada to guide us in what we were doing.”

Paul emphasized that having a strong balance sheet gives them options. Some time ago, they were involved with the Red Leaves development and he thought that they had come to an agreement but at the last minute the terms changed and the deal fell through. In a great coincidence, as they were driving home from Red Leaves, he got a cell phone call from the owner of Muskoka Marina in Minett,



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very close to the Red Leaves development. They were able to strike a deal on a handshake. That sale closed in only 30 days and on April 1 that same year, they opened as Pride of Rosseau.

What an opportunity! 1200 feet of Lake Rosseau frontage with 230 acres of property!

Paul admitted that they were always looking for strategic opportunities but that it was hard to find good properties. When Roland Henge's sprawling Muskoka business investments failed, Paul was able to pick up New Ark, a 100-slip Muskoka marina that also enjoyed Highway 69 frontage. Shortly after, Pride was able to acquire Balsam Lake Marine on the Trent Severn which was another unique property, also being on the water with Highway 35 frontage.

As we talked, it became obvious that even though Karen is there every day and it looks as though Paul and Karen are running a typical family marina business, behind the scenes, it's a very professionally managed company, no different than any other big organization. As Paul pointed out, all of the principles are the same – the same systems – the same level of professionalism and he emphasized, "We are management-driven."

Paul's job description is CFO and COO but he also has a Director of Finance, a Director of Operations and a Director of Sales and Marketing. Pride Marine Group is structured like a corporation, not like a family business.

We couldn't resist asking Paul if he thought that he could do it all over again, if he started today.

"Now it would be harder, but I still think that it is 'doable'. It's a capital-intensive business and really, you're putting your capital to work at what is traditionally a low margin business though, so it doesn't really attract a lot of investment," Paul explained. "It really comes down to how much risk you want to take."

He shared that, in his opinion, to be successful comes down to three important things: people; capital; and systems.

Obviously, it takes time to find the right people. It takes at least as much time to put all the right systems in place and, of course, the issue of capital goes back to Paul's comment about low margins and risk.

We asked if Paul thought the days of family-owned, single-location marinas was over and he said no. With a small marina, you buy yourself a job, but from there, you could build yourself a business. Although, it's getting harder and harder to be on the water due to government regulations especially surrounding gasoline sales and if you don't have fuel, the people in your area will use their boat less.

During our conversation, Paul shared a number of real insights with us and one of them was his comment that people perceive the marina to be almost like public property – it's a destination – a place for them to go. (He has his eyes wide open and the organization is very much tuned into their target market.)

Paul expressed that boating is a rich man's sport and that his customers have a relatively brief window of enjoyment to be on the water. He said, "Look at the reality – both the industry and our demographics are changing, but throughout



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Reminds me of the '50s... a young mom arrived by boat with her friend and three little girls in tow to buy ice cream cones in the middle of a weekday. Here the girls are admiring one of the new boats on display. Would they like one of these for themselves?

As an aside, he mentioned that Dan Pride, Dave's son, has now decided to return to the business after several years in the US working at Marine Max. Paul was about to tell me more about this when the phone rang.

Okay – the phone was always ringing but he didn't take any of the other calls. This time he turned to me and said, "Sorry Andy, I have to take this call... hang on."

Paul listened for several minutes while only asking a few questions. Obviously, he was getting a lot of important information. When he hung up, he turned to me and said "I can't tell you anything now, but there's a possibility we just bought another business."

I had planned that my closing question would be, given today's business environment, would you still consider further expansions?

Only a few days later, we got our answer. The Pride Marine Group had just acquired the former Boat Max location on Highway 400 at the Innisfil Road just south of Barrie.

Earlier in the season, another well-established marina had slipped into receivership after many years of representing the Chaparral brand in the Innisfil area. As another Chaparral dealer, buying the Boat Max facility was a brilliant strategic move to consolidate and grow the Chaparral business but also, the very large showroom and service and storage facilities on the high-volume highway should do a great job of bringing in more off-season business to keep Karen and Paul's staff busy through the winter months.

Even in today's challenging economy, a strong balance sheet, a professional management structure and the strong commitments to both staff and customers seems certain to ensure the continued success of the Pride Marine Group.

Certainly, this is a great business model for the future. ■

time that's always been the case. As an industry, we need to accept this. These days, people work more and have less time off. Families used to commute up on Friday evening to spend the weekend at the cottage and then went back on Sunday night. Now, participation in sports, time with friends and staying home to surf the Internet are all activities that can replace a trip to the cottage."

"Things are really intense now. Those who show up for the weekend, party like it's 1999, break the boat and then they're gone. And boating is always weather dependent." Paul said.

He notes that the boating season, in his opinion, has now dropped to a mere six weeks: July 1 to August 15. Especially among his high net worth clients, until the economy starts to see some new elasticity, the intensity and the usage patterns will probably continue.

He believes that they are keeping their clients through a combination of service, storage and in particular their Cabana accessories stores backed up by their boat show display. The Pride Marine Group gives their customers lots of reasons to keep coming back.

When we raise the issue of the challenges the marine industry faces as a seasonal business, Paul offered an interesting counterpoint. "Talk to a clothing retailer," he said, "he has 6 to 8 weeks to make it over Christmas. The same thing is true of somebody who does tax accounting."

Paul and his wife seem to have a good grip on the challenges. For their cus-

tomers, the boating lifestyle is a decision or a personal statement. He notes the great boating areas in Ontario and he believes that to be a true marina dealer, you have to have all of your people certified, the dealership certified and you have to make commitments to things like putting your technicians in school for 4 to 6 weeks for refreshers each year. Those costs in turn mean the dealership must maintain a certain size or sales volume to be able to keep the staff who can meet those customers' expectations.

While recognizing that, he also expresses that there are terrific rewards. He pointed out that the marina lifestyle of being around the lake and spending time with great people should be why you're in the business. It's an attractive lifestyle. Paul said that one of his colleagues told him not to get into the marina business for the money. But that statement begs the question: why did he get into it?

"I always had a dream to build something – to have an economic impact on the community I'm in." Paul said, "This has to be a benefit to our people. I hope that we're able to give back." He mentions his Mennonite upbringing and that he really doesn't need a whole lot of personal benefit out of the business. That attitude is what helps them to survive when tough times hit. He expressed that people should be concerned about each other's welfare even within the business. He commented that the dealer agreements should always provide benefits to both the dealer as well as to the manufacturer.

The Do's and Don'ts of LED Lights

BY DANTE CASALI, ABYC TECHNICAL DIVISION CONTRACT ENGINEER

LEDs HAVE BROUGHT additional function and styling to the boating industry, and when installed and used correctly, can enhance the user's experience on the water.

It's hard not to see LEDs (Light Emitting Diodes) today. Our electronics and cars are full of them and LEDs allow low power consumption along with packaging benefits and a long service life. No wonder marine supply stores feature lit displays of various LED products. Their increasingly favourable cost/performance ratio allows them to propagate to all parts of the boat, including below the waterline. The long service life permits the housing to be sealed, reducing the chance for water ingress and extending the practical service life. Removing bulb service access can also shrink the housing size and possibly reduce the size of the holes cut in the boat, certainly a positive in a boater's mind. Some LEDs do not attract insects. Lastly, LED's efficiency reduces the heat generated by the lamp, a consideration in cabin spaces.

These benefits aside, LEDs do require a few additional considerations than their filament-burning brethren. LEDs require the polarity to be correct to operate, where bulbs do not. Additionally, a properly sealed LED lamp assembly's Achilles' heel is the connection between the lamp assembly's wiring and the craft's wiring harness. Moisture may travel up the wiring and into the lamp assembly, destroying it. If the lamp maker gives you lots of wiring, use it to



make the connection well into the hull where it is out of the weather. If replacing a filament lamp assembly with an LED lamp assembly, the low current draw allows for smaller conductors. Connecting 16 or 18 AWG conductors to larger diameter conductors is a possible failure point, and the new lamp assembly may not illuminate when the user needs it. Ensure the connection meets the six pound pull test and is supported as specified in E-11.

As LEDs are more expensive than filament systems and installing LEDs after the boat leaves the builder could require some wiring and possibility fabrication work, some companies have developed LED retrofit bulbs. These are LEDs mounted to a traditional bulb's base to be installed in an existing assembly. This is no small feat of packaging, but these products are deceiving.

First and foremost, LED retrofits do not belong in navigation lights. As in other industries, exterior lighting is a heavily regulated aspect of modern vehicles as lights are communication devices. Using any source, filament or LED-

based, other than specified by the lamp assembly's designer and indicated on the unit per A-16.8.9.2 is not permitted. While they may appear simple, the red, white, and green navigation lights are tested to meet photometry (light output), chromaticity (colour), corrosion and temperature tests. The lamp assemblies are designed and tested with a specific light source. The photometry tests are not limited to ensuring the light reaches the nautical mile requirements, but also how sharp the light cuts off at the edges of the pattern. Additionally, the light output must be smooth throughout the arcs of visibility to prevent the light appearing to flash as the boat rotates and rocks relative to the viewer. What would a flashing red or green light mean to you on the water? A boat underway? I think buoy.

LEDs are sensitive to heat, meaning as they warm up with the small amount of heat they produce, their light output drops about 10 percent. If an LED retrofit is installed in a housing intended for a hot bulb, it may insulate and dim the LED. There are also more points of failure in an LED retrofit installed in a bulb lamp assembly.

LEDs have brought additional function and styling to the boating industry, and when installed and used correctly, can enhance the user's experience on the water. ■

LEDs have brought additional function and styling to the boating industry, and when installed and used correctly, can enhance the user's experience on the water.

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Three Men with a Vision

Building a Successful Dealership In Turbulent Economic Times

BY JOHN ARMSTRONG

IN DECEMBER OF 2008, Allan Mestel, yacht broker and sailing instructor, approached two brothers, Rob and Ross Richardson and suggested that the worst economic downturn since the depression might be the perfect time to enter the marine industry! Together, these three men formulated a bold plan to invest in an industry from which most were running for cover.

Hunter Marine, the US's largest builder of sailboats was looking for a dealer in the Toronto area. These three men incorporated True North Yachts, flew to Hunter Marine in Florida and less than two weeks after the dealership agreement was signed, staged their first major boat show in Toronto in January 2009.

True North Yachts was an immediate success. They finished the 2009 model year as the #2 dealer worldwide for Hunter Marine and moved up to #1 the following year, a position they have yet to relinquish.

Says President Allan Mestel, "Our success as a dealership is rooted in three core areas. First, we enjoy rock solid financial backing; second, we have access to Rob Richardson's remarkable forty plus years of experience in a variety of successful businesses; and, thirdly I believe we have assembled the best team of professionals in the industry."

Since inception, True North Yachts has continued to grow and in the spring of 2011 the Dufour line of sailboats was added to the dealership. This premium line of French-built, performance-oriented sailboats has proven a solid addition to the brand portfolio.

As the company grew, it became very apparent to the management team that

their service department must be expanded to provide sufficient resources to ensure that customers could count on an outstanding service experience. To that end, the True North Yachts' service department has become mobile. A new dedicated service van and an 18' Zodiac



Top: The True North Yachts' service department has become mobile with the addition of a new dedicated service van and an 18' Zodiac RIB!

Bottom: Pictured in front of their offices at One Port Street East, are the three founding partners of True North Yachts: Allan Mestel, Rob Richardson and Ross Richardson.

RIB were purchased and a second technician was added to the department, allowing the TNY mobile service department to have the flexibility and resources to service not only its own customers, but also to take on retail work anywhere in the Greater Toronto Area and beyond.

Says Mestel, "We realize that service excellence is the cornerstone of customer loyalty and while the seasonal nature of this industry makes it difficult to marshal sufficient resources to cover the workload in the busiest times, we have to bite the bullet and continue to invest. Excuses won't sell boats, or create happy customers."

Always looking for opportunities, True North Yachts has recently formed a strategic alliance with SailTime GTA which is a Toronto area fractional sailing company offering a flexible and cost-efficient way of enjoying the sailing and powerboat lifestyles.

SailTime GTA is exclusive to Hunter sailboats and the fact that True North Yachts has been the #1 Hunter dealer worldwide for the past two years gives the two entities a terrific synergy.

The latest news from True North Yachts is the addition of a third sailboat brand, Bavaria Yachts. With the dealership agreement having been signed just days ago, Allan Mestel said, "We feel that Bavaria Yachts rounds out and complements our current portfolio. We've seen the new product in the pipeline and we believe that Bavaria's partnership with Farr and with BMW's Designworks is going to bring truly exciting boats to our market. We feel this brand has enormous potential."

The vision of the founders was for a well-capitalized, well-managed and customer-orientated company. Their goal was to have a staff that is among the best in the industry and in spite of the turbulent economic times, True North Yachts is succeeding. I am sure there will be more to come from this bold but carefully managed company. ■

Canadian Boat Buyers are Still Buying Boats

THE CANADIAN market for boats, new and previously titled, has remained steady and has even increased over the past three years, in sharp contrast to the boat business in markets outside of Canada.

The Canadian government, through Transport Canada and the Office of Boating Safety, maintains the records of the changes in licenses of new boats and of transfers of boats that had been previously licensed, whether those licenses were for a boat previously registered in Canada, or one that has been brought

into Canada and then licensed.

The Canadian government reports this data including a rolling 12 month total based on the Government's fiscal year ending March 31. That forms the basis of the data in the following charts.

The strength of the Ontario market, which represents about half of all boats sold in Canada, is powered largely by the fast-growing greater Toronto area (GTA). A clear reflection of the size of this market is the fact that many major boat brands find their top-selling deal-

ers, worldwide are Canadian dealers near the GTA. Brands such as Chris Craft, Correct Craft/Nautique, Cruisers Yachts, Edgewater, Hunter, Marquis Yachts, Regal Boats currently find their top-selling dealers are near the GTA.

The following four charts track total license registrations from a base year of 2007/2008 to the latest data for 2010/2011. Steady market increases from 128,516 registrations in 2007/2008 to 144,741 in 2010/2011 is the best measure of overall strength.

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TOTAL LICENSE REGISTRATIONS BY YEAR (BASE YEAR 2007)

	# of Boats	% Change†
PERIOD: April 1 2007 to March 31 2008		
New Licenses	54,383	
Transferred	64,656	
TOTAL **	128,516	
PERIOD: April 1 2008 to March 31 2009		
New Licenses	57,572	+5.86%
Transferred	62,681	-3.05%
TOTAL **	129,820	+1.15%
PERIOD: April 1 2009 to March 31 2010		
New Licenses	48,668	-15.46%
Transferred	71,337	+13.8%
TOTAL **	130,444	+0.48%
PERIOD: April 1 2010 to March 31 2011		
New Licenses	55,579	+14.2%
Transferred	77,151	+8.15%
TOTAL **	144,741	+10.9%

† From one year prior

* +12.62% from base year 2007

** Includes Amended, Duplicates, Cancelled, Abandoned and Renewed

SOURCE: Transport Canada

The next set of charts demonstrates the "fickle" sales picture as factors like weather (great and awful) as well as political and economic news seems to be affecting dealers through specific months. The significant swings reported when comparing year-over-year data for specific months seems to level out by year end. These look at the three areas in Canada representing the largest markets in terms of sales: Ontario at approximately 50%, Quebec next and British Columbia third.

Typically, a significant number of boats are ordered during the winter boat show season, especially larger boats which take a long time to build and deliver. Smaller boats sell in greater numbers and are less expensive for dealers to floor-plan and stock, so these are more likely to sell during the actual season. Remember, the data reports vessels registered, not dollar volumes. Data for dollar volumes is not currently available in Canada.

In comparison to the US market, Canada has been steady and buoyant. The future is difficult to predict because global economic forces could sweep in to change the Canadian market dramatically. However, one could say those global forces have already been at play for two years or more without major damage to the Canadian marine industry. We all hope the positive market results continue through 2012. ■

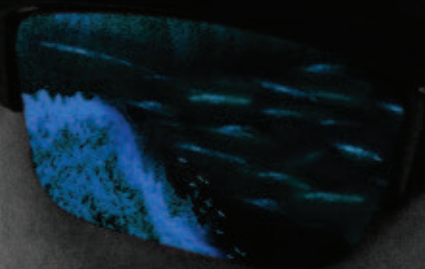
COMPARISON OF HIGH SEASON SALES BY MONTH (BASE YEAR 2009)

MAY				
2009	Ontario	Quebec	BC	National
New Licenses	2,767	1,701	689	7,159
Transferred	5,206	2,942	653	9,728
2010				
New Licenses	3,493	1,982	1,007	9,160
% Change†	+26%	+16%	+46%	+28%
Transferred	6,139	3,272	517	11,369
% Change†	+18%	+11%	-21%	+17%
2011				
New Licenses	3,150	1,435	727	6,947
% Change†	-10%	-28%	-28%	-24%
Transferred	3,757	1,795	621	6,692
% Change†	-39%	-45%	+20%	-41%
JUNE				
2009	Ontario	Quebec	BC	National
New Licenses	3,034	1,603	988	7,924
Transferred	6,328	3,479	972	12,014
2010				
New Licenses	4,011	1,969	1,339	10,252
% Change†	+32%	+23%	+35%	+29%
Transferred	8,922	3,693	1,436	15,658
% Change†	+41%	+6%	+48%	+30%
2011				
New Licenses	3,339	1,891	846	8,388
% Change†	-17%	-4%	-37%	-18%
Transferred	4,121	2,273	733	8,212
% Change†	-54%	-38%	-49%	-48%
JULY				
2009	Ontario	Quebec	BC	National
New Licenses	2,869	1,568	1,094	7,778
Transferred	6,699	3,515	1,050	12,512
2010				
New Licenses	3,128	1,653	1,394	8,936
% Change†	+9%	+5%	+27%	+15%
Transferred	6,978	3,835	1,317	13,689
% Change†	+4%	+9%	+25%	+9%
2011				
New Licenses	2,937	1,643	967	7,821
% Change†	-6%	-0.6%	-30%	-12%
Transferred	5,009	2,675	966	9,963
% Change†	-28%	-30%	-27%	-27%
AUGUST				
2009	Ontario	Quebec	BC	National
New Licenses	1,692	866	692	4,539
Transferred	4,688	2,330	750	8,555
2010				
New Licenses	1,916	943	984	5,274
% Change†	+13%	+9%	+42%	+16%
Transferred	4,837	2,478	1,034	9,350
% Change†	+3%	+6%	+38%	+9%
2011				
New Licenses	2,331	1,566	925	6,819
% Change†	+21%	+66%	-6%	+29%
Transferred	5,299	3,194	1,103	10,941
% Change†	+10%	+29%	+6%	+17%

† From one year prior

SOURCE: Transport Canada

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- Tom Rowland,
Saltwater Experience TV Host

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Marine Trade Associations Update

Canada is well served by a network of marine trade associations operating from the Atlantic to the Pacific. While the relative sizes and range of activities varies according to the needs of the members, all the Canadian marine trades organizations are solid, successful and they communicate with each other to advance the interests of the industry. We would like to take this opportunity to introduce you to many of the key players!

British Columbia Marine Trades Association (BCMTA)

Alan Stovell, President



Alan was born in Vancouver and has been boating since childhood when he was enrolled in the junior sailing program at the Royal Vancouver Yacht Club. Later his father

bought a boat and Alan worked part-time and in the summer jobs at the local sailboat dealership. Alan has been involved in the boating business for over 40 years (other than a short stint in the restaurant industry). He started working for Western Marine in 1980 but when the original company went into receivership in 1984, Alan and his partners purchased some of the assets and started the current company: Western Marine Company celebrating its 26th anniversary earlier this year and now employing 70 people across Canada. Alan became involved with the BCMTA eight years ago as a board member; he was elected President in

2005. He is also a member of the Executive Committee of the Royal Vancouver Yacht Club and a member of the Royal City Yacht Club.

Kim Barbero, Executive Director



Kim was named the Executive Director of the BCMTA in August 2010. Through her company, Carah Worldwide

Consulting, Kim oversees management of the BCMTA while

continuing as a trusted advisor to her clients in the area of crisis, issues and media management. She also develops and delivers on brand, marketing and business strategies that improve organizational effectiveness. Throughout her 20-year career within the non-profit, corporate and consulting environments, Kim has led award-winning teams and developed programs to engage stakeholders, increase member and customer satisfaction, and strengthen the reputation of local and international organizations and clients in the real estate, pharmaceutical, industrial, energy and maritime sectors. Kim was recently elected to the Board of the Western Marine Community Coalition where, in addition to participating in government and community interest groups, she represents the interests of recreational boating. She also serves on the Public Relations Advisory Board for the International Association of Independent Tanker Owners, which provides leadership in the development of international maritime safety and environmental protection standards and

regulations. She graduated with a diploma in Journalism in 1988, earned her ABC (Accredited Business Communicator) designation from the International Association of Business Communicators (IABC) in 2002, and then studied the Anatomy of Shipping at Cambridge University in 2005.

Alberta Marine Dealers Association (AMDA)

Rob Dawson, President

Rob is the volunteer president of the AMDA. He was born into the power sports business and started off working as a mechanic for his father at R&H Marine in Calgary in 1971. Rob was promoted to Service Manager in 1975 and continued in that capacity until he became General Manager in 1983. In 1984, Rob became Sales Manager at Canadian Aero Marine but left sales and returned to his roots in service as Service Manager at Renfrew Sports two years later. Rob then moved into education and became a Marine Service Instructor at Fairview College until 1993. His portfolio expanded later that year when he became Program Coordinator, Marine Service, Outdoor Power Equipment, Motorcycle and Harley Davidson programs for Fairview College until 2005 when he became Program Chair, Marine Service Tech, Outdoor Power Auto Body programs, a role he still holds today. Rob started as a Founder and President of the AMDA in 2008, a position he holds as well.

Tim Martin, Vice President



Tim started in the marine industry in 1989 building small sailboats for MarCraft Marine in High River, Alberta. He expanded his skills as a Marine Service Technician between 1989 and

2003 working for several marine dealers throughout Alberta. In 2003, Tim founded, owned and operated Sherwood Marine & Trail Ltd. in Edmonton until 2010. During this same period, he also founded, owned and operated Marine Surveys Canada in Edmonton. From January to May of 2011, Tim served as Operations Manager for Free Spirit Marine in Edmonton but a major change was in the works. In June 2011, he relocated to Ontario as Service Manager for Bay Port Yachting Centre in Midland where he is today. In spite of the geographic situation, he continues as Vice President of AMDA, where he was a founder. Tim is also the Industry Representative for Alberta on the Discover Boating Board and since April, he has become a member of the NMMA National Marine Technician Standards Working Group.

Mid-Canada Marine and Powersports Dealers Association (MMPDA)

Greg Elkie, President



Greg Elkie has been a life-long boating enthusiast. He learned to waterski at age 7 and bought his first boat when at 19. Greg started to work in the marine industry in 1992 when he took

on a part-time job in his father's dealership; he became full-time in 1993. In October 2000, Greg became a partner in Supreme Boats until 2007 when the family sold the business. Greg remains the General Manager of the store and has enjoyed many sales and manage-

ment accomplishments throughout his career. Since 2002, Supreme Boats has consistently been named a top 10 dealer for Princecraft and in 2006 was named Seaswirl's 3rd largest North American sport boat dealer. Greg has seen the industry go through some hard times but has persevered and is now enjoying brighter days with Supreme Boats experiencing one of the best years in recent history. Greg became a board member of the MMPDA in 2007 and was named President in 2010.

Kim Wozniak, Association Manager



Kim has been working with the MMPDA providing the organization with association management since 2005. Kim was born and raised in Winnipeg, Manitoba and was introduced to

boating as a teenager while on family camping trips. Her love of the lake and boating has carried into her adult life with weekends and holidays spent at the lake and on the water during the summer months. Kim has many years of management experience; since entering the non-profit sector eight years ago, she has increased her knowledge in association management and has been able to assist her clients in strengthening their organizations through improved governance, member relations and board development. Kim is a member of the Canadian Society of Association Executives (CSAE) – leaders in providing the knowledge and resources its members need to develop excellence in not-for-profit leadership – and is currently serving as President of the CSAE Manitoba Chapter.

Boating Ontario

Dick Peever, President

A native of London, Ontario, Dick founded Maitland Valley Marina in 1976 on the river in Goderich, Ontario. He also operates Mitchell's Bay Marine Park, located between Chatham and Wallaceburg, Ontario. After graduation



Dick started London-based College Sports but in 1980 sold it to Collegiate Sports. Dick is both a power boater and a sailor and in the early days at Maitland Valley Marina, sold

Grew, C&C Yachts, Hinterhoeller, the Redline 25 and the Corvette 31. Today, however, the primary focus is on property rental. In 1978, Dick decided to develop a marina in Bayfield. Unhappy with the available contractors, they decided to get into the construction business. Today, Dick's business specializes in marina and shoreline construction and commercial docks. Dick also has a steel and aluminum fabrication shop building docking and even trailer frames for General Coach. Dick's boating experience includes competing in the famous Chicago Mackinac, Port Huron and Admiral's Cup races. Almost 30 years ago, he began his involvement with Boating Ontario serving on various committees and generally giving back some of his own good fortune to support the industry and to build the prominence of Boating Ontario with the public, their members and government agencies.

Al Donaldson, Executive Director



Al joined the organization in 1999 as Executive Director and is now also chairman of Canadian Boat Shows Inc. and the new Boater Assist Canada program. Al also serves on the

board for the Tourism Industry Association of Ontario and the Ontario Recreational Boating Advisory Council. Major programs that Boating Ontario participates in include the Clean Marine program, Discover Boating and the Careers in Boating/Skills Development program. The organization is also actively involved in government relations and holds an annual conference in December each year. Al Donaldson is a chartered accountant

and before joining Boating Ontario was the chairman of a Canadian ship-building company and a national ship-building company. Al is still a sailor and is an occasional passenger on his son's 100 mph offshore performance boat.

L'Association Maritime du Québec (AMQ)/Quebec Marine Association (QMA)

Walter Timmerman, President



Born in Sorel, Quebec, Walter has been active in sailing and fishing since a young age both for pleasure and as competition. He has initiated various sailing competitions includ-

ing the Omnium Champlain, now in its 25th year. He has participated in fishing tournaments in Quebec as well as major international sailing regattas, including the J24 Canadian Championship, Transat Quebec St-Malo 2000 and 2008, and the Dinartica 2007. He has also been a sailing instructor and recently initiated the Boucherville Sailing School based at the Mezy Yacht Club in Boucherville, Québec. Professionnaly he is Quebec Area Sales manager for Esterline CMC Electronics/Raymarine. He has served on the Board of AQIN (Quebec Nautical Industry Association) and moved to AMQ (Quebec Marine Association) when it took over from AQIN. As president for six years, he has contributed to the implementation of numerous member service programs and publications, particularly the Nautiguide which has become a 'must have' for boaters in Quebec.

Yves Paquette, General Manager

Yves came to AMQ in 2003 as General Manager. His passion for boating and water sports came at a very early age. His family spent their summers in the family cottage on an island of the Thousand Island River where fishing, rowing and swimming were on the daily agenda. Later he turned briefly to



he implemented various programs such as Eco-marinas, the Quebec Marina Rating Program, Quebec Nautical Stations Program and the Montreal In-Water boat Show.

Atlantic Marine Trades Association (AMTA)

Jason Craig, President



water skiing, sailboarding, canoeing and occasionally sailing. Professionally he developed an expertise in association, event and show management. For AMQ,

Jason started his career in the recreational marine business over 20 years ago working as a dock attendant for Quartermaster Marine in Charlottetown, Prince Edward Island.

Quartermaster Marine was founded by Jason's father, Roger and over the years has evolved into a full service marine business with complete marine sales, service and storage, a full service marina and a tour boat business. Jason worked his way up through the company starting in the parts department, then as a service writer, and then to sales. He is now an owner of the business, making sure that growth is invested back into the marine business. Quartermaster Marine has picked up many boat lines over the years that suit the region and is one of the top ten Bayliner dealers worldwide.

Patricia Nelder, Executive Director



Patricia has worked in the recreational marine industry since graduating from university. She has served as an executive board member of boating organizations in Canada and abroad,

always with the goal of promoting the

industry while keeping abreast of government regulations and encouraging dialogue between industry and regulators. As an entrepreneur, she has started and managed successful ventures in marine retail, marine tourism and boat construction. As an association executive, she manages the AMTA, liaising with national boating organizations and promoting the sport of boating.

National Marine Manufacturer's Association Canada (NMMA Canada)

Sara Anghel, Executive Director



Sara joined NMMA Canada in March 2008. She graduated from the University of Toronto with an Honours Bachelor of Arts Degree in Political Science and Ethics, Society and

Law. Sara's career spans 15 years in government relations working with the Ontario government from 1995-2003 in a number of positions including communications, issues management, policy and event planning. Sara served as Chief of Staff to the Minister of Northern Development, Mines and Environment managing significant ministerial budgets. Having built her expertise in the energy sector, Sara joined the government and regulatory affairs group for Centrica, known as Direct Energy in North America. Prior to joining NMMA Canada, she also served as Vice Present of Government Relations at the Ontario Energy Association. Sara has made significant strides working with Transport Canada and many other government departments. Sara represents the industry by serving on Transport Canada's National Recreational Boating Advisory Council and co-chairing the Ontario Recreational Boating Advisory Council.

Rick Layzell, Chairman



Rick became involved with the NMMA Board 10 years ago. After serving on numerous committees and working groups, he has now served as Chairman for the past six years. The role

with NMMA Canada has given Rick the opportunity to participate in the launch of the 2005 Economic Impact Study at the Toronto Boat Show as well as the opportunity to represent NMMA Canada on the US NMMA Board of Directors. Rick's role at Yamaha began in 1994 as that of a District Sales Manager serving marine dealers throughout south-western Ontario and Muskoka. In 1996, he moved to an expanded role with responsibilities for all Yamaha products and the dealer network in eastern Ontario as well as the Muskoka region. In 1998, he became the Regional Sales Manager for Ontario and Atlantic Canada. Now, Rick is National Sales Manager at Yamaha for the marine and power equipment division – a role he has served since 2001. Rick has competed on a national level in public speaking competitions and thoroughly enjoys an opportunity to promote recreational boating to any audience willing to listen.

Discover Boating Canada

Scott MacCrimmon, Chair



Scott has been working in the boating industry for well over 30 years starting with his first job working the gas docks at Gordon Marine in Gananoque while earning a degree in

marketing. He moved on to Grew Boats as Sales Coordinator before joining Skyline Marine as Sales Manager where he stayed for eight years. In 1995, he purchased Ed Huck Marine and continues to be a co-owner with Peter Johnston. Scott served as Chair of

Discover Boating from 2005-2007 and again from 2009-2011. In his role as Chair he also represents Canada as a Board member on the US Grow Boating Board. He was an OMOA Board member from 1995-2007 and Past President/Chair of the OMOA from 1999-2003. He has also sat on the Fundraising Committee for the Brockville Marine Discovery Centre since 2010.

Tracey Hart, Director of Marketing

Tracey Hart is the Director of Marketing for Discover Boating Canada holds a B.A. in Social/Cultural Anthropology. Prior to her work there, she worked as an Account Director and Supervisor at



several advertising agencies, managing sponsorship and events on behalf of clients such as Nike, Hudson's Bay Company and General Motors of

Canada. Her experience also extends to working in sponsorship and event management at the Canadian Molson Indy events in Toronto and Vancouver.

Tracey has enjoyed fishing, waterskiing and power boating in Ontario. She has caught salmon in BC and learned how to sail with the St. Jamestown Community Sailing Club.

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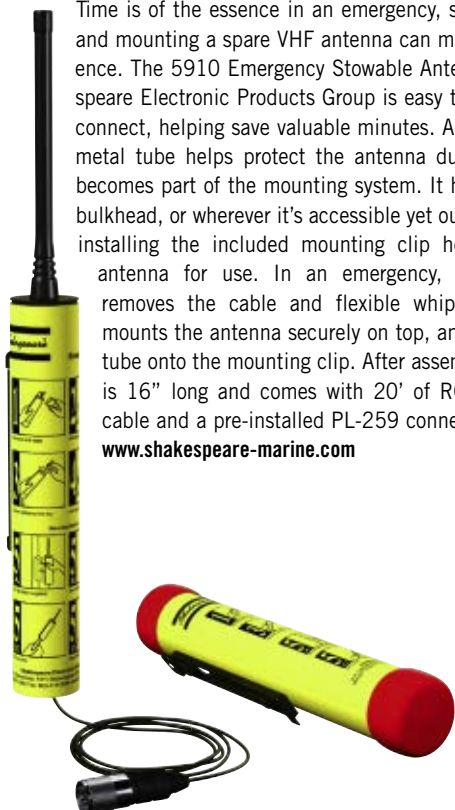
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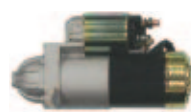


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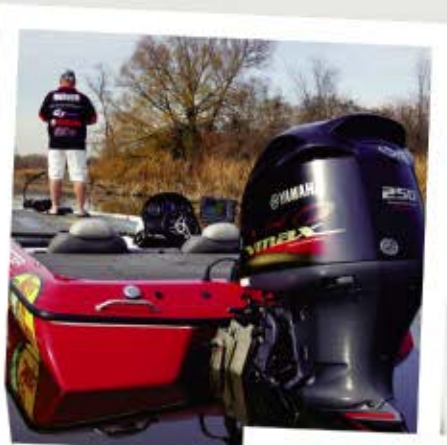
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