

# **CFBKYC - Strategic Outlook**

**(as of May 14)**

## Vision

Provide members affordable, quality infrastructures in a self-help club that is characterized by informality, camaraderie, and goodwill supported by a social calendar.

## Mission

The Club mission is to offer a sustainable Yacht Club to the Kingston Garrison Community, promote boating safety, and maintain a recognised and viable sailing school.

## Way Ahead

The existing moorings and winter storage are at near capacity making the membership level rather constant. However, the membership level has increased the last few seasons with small boats (less than 19 ft), kayaks and dinghy sailing. Better publicity will entice stronger enrolment.

Foster development of new sailors through formal training sanctioned by Sailing Canada, with qualified instructor with a well maintained fleet.

The clubhouse will remain a welcoming haven for the enjoyment of club members, our guests as well as other Base clubs and entities.

Encourage an effective partnership with Base entities for shared responsibilities to maintain the Club facilities.

Replace ageing mooring/docking facilities systematically in order to avoid great expense associated with a requirement for immediate replacement of significant infrastructure.

The maintenance funds will be sufficient to cover routine repair and upkeep. The contingency fund would continue to grow in order to deal with the eventuality of costly repairs to our infrastructure; particularly the wave attenuator (breakwater).

Be environmentally conscientious by conducting training/awareness and recovery and recycle programs. Aim at respecting our waterways and the creatures that live in or near them.

The continuation of a reciprocal program with other active Yacht clubs is desirable.

## SWOT Analysis

### **Strengths**

- Finance
  - budget is the basis of financial decisions in a current operating year and is linked to the clubs strategic goals from the business plan
  - well balanced between affordable fees, contingency fund and planned future capital/maintenance expenditures identified in the property plan
- Participation of members
  - Participation is a cornerstone of the Club to keep the fees affordable for all members
  - Members are asked to commit significant amount of time to the direct benefit of the club and its programs
  - Many members go above and beyond their mandatory requirements and devote additional time to work on infrastructure maintenance and projects
- Members' expertise in relevant aspect of the operation and wealth of knowledge
- Facilities - Vast improvements to the clubhouse (H28) and dock/mooring infrastructure over the past several years
- Recognised sailing course with qualified instructors
- Location - The Kingston area is one of the best freshwater recreational boating areas in the country/world
- Base CE and Environmental Support
- Relevance - The Club provides a well run club that supports CFB Kingston personnel, their dependents and other eligible personnel
- Participation to all PSP sanctioned Base activities
- Active social calendar
- Easy access to the Base ramp
- Improved information management supported by online application and centralised fees payment with CFPSA Book King

### **Weakness**

- Crane lift operation limited by space and time
- Capacity docking/moorage and storage is near capacity, with limited opportunity for growth
- High operational tempo and rotation make it difficult for full time serving members

- to hold executive positions and limits their opportunity to develop deep expertise
- Physical expansion and growth must be in accord with BComd priorities
  - Special interest activities vs recreation club
  - Aging CL14 sail-training dinghies fleet
  - Increase in membership requires higher level of support by our volunteer Club executives

## **Opportunities**

- Growth of dinghy members through Learn to Sail course
- Promotion of the sailing program with tools available on Base and elsewhere
- Growth of small boat and kayak membership
- Development of upper area adjacent to parking lot for trailer boat storage
- Continued improvements to clubhouse and mooring facilities
- Re-establishment of the foreshore to limit erosion
- Leadership for environmental protection issues "Clean Marine"
- Relationship with RMC for optimising facilities and offer flexibility to members
- The Base's launch ramp/dock area is not a Club responsibility. However, improvements has been done on behalf of the Base at no cost
- Support from Central Fund (loan or grant) to execute planned infrastructure improvements

## **Threats**

- Exposed location, vulnerable to waves, wind, and ice damage
- Pricey infrastructure to maintain
- Reliance on breakwater to protect club infrastructure, member's boats and adjacent private property. The loss of the breakwater would be catastrophic.
- Environmental risk
- Unregulated area adjacent to upper parking lot could become a dumping ground for boats not belonging to the Club members

- Financial: contingency fund not adequately funded in the event of un-forecasted repairs to infrastructure
- Liability issues from uncontrolled access by the public to the Base ramp