

CFB ESQUIMALT POWER BOAT CLUB FIVE YEAR MASTER DEVELOPMENT PLAN FOR THE PERIOD 2016 TO 2021

Effective: 1 April 2016





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Annex A – CFB Esquimalt Power Boat Club Five Year Development Plan - 2016 to 2021



CFB ESQUIMALT POWER BOAT CLUB FIVE YEAR MASTER DEVELOPMENT PLAN FOR THE PERIOD 2016 TO 2021

1 April 2016

Reference:

- A. CFB Esquimalt Power Boat Club Business Plan for Fiscal Year 2016-17
- B. CFP 110 - Morale and Welfare Programs in the CF (A-PS-110-001/AG-002)
- C. CFAO 20-20 Recreation Clubs
- D. CFAO 20-2 Recreation
- E. QR&O 4-61 Recreation Programs
- F. Canadian Forces Base Esquimalt Power Boat Club By-Laws, dated: 1 April 2014
- G. Canadian Forces Base Esquimalt Power Boat Club Constitution, dated: 1 April 2014
- H. Community Recreation Clubs and Special Interest Activities Guidance, dated: 10 Feb 2014

1. AIM

The aim of this document is to describe the CFB Esquimalt Power Boat Club (PBC) Five Year Master Development Plan (MDP) for the period 2016 to 2021.

2. MISSION

The Mission of the PBC is to provide boating recreational activities that contribute to the well-being of CF members, authorized civilians, and their families.

3. INTRODUCTION

This MDP should be read in conjunction with the **Reference A** listed above. In the event of a conflict between this MDP and the remaining References, the remaining References take precedence.

3.1 CFB Esquimalt Power Boat Club

The PBC operates as part of the CFB Esquimalt Personnel Support Program (PSP) to provide members with the opportunity for recreational boating and fishing and associated camaraderie.

The PBC is an authorized CFB Esquimalt Non-Public Property Program (NPP Program) under the command jurisdiction of the Base Commander and the administrative supervision of the Canadian Forces Personnel Support Agency (CFPSA) staff of CFB Esquimalt.

3.2 Purpose of Morale and Welfare (MW) Programs

As stated in Reference B: *“Morale and Welfare (MW) programs are a chain of command responsibility, an essential component of the operational readiness and effectiveness of the CF, and contribute to the well-being of CF members and their families.”*



3.3 Business Perspective

The PBC exists solely to provide a recreational venue that accomplishes the intent of the Mission paragraph (2 above). The club does not seek to compete, nor is it associated with any other similar commercial marina enterprise in Victoria. The club's fee structure is designed to generate sufficient revenue to cover the cost of annual expenses and a modest surplus to sustain facilities investment. Unlike commercial marinas, the PBC relies entirely on volunteer club members to perform most of the club's facilities operations and maintenance work. Every year thousands of sweat equity hours are invested by PBC members to sustain club activities and to maintain facilities. As an NPP Program, the PBC does not conduct operations for personal gain, nor to accumulate profit from commercial sources.

3.4 Club Origins

Work Point Barracks was originally an Army barracks that was constructed in the late nineteenth century. The garrison has used Rose Bay for recreational boat moorage since its inception. In 1971 CFB Esquimalt created a fishing club with its boats moored in Rose Bay. It consisted of a small breakwater and 58 berths. In the 1980s a proposal to expand the club's facilities was approved. A CFCF loan was authorized and volunteers worked to extend the breakwater, dredge Rose Bay and increase the wharf capacity to accommodate 100 new berths. Since then the loan was repaid, and the PBC has continued to operate with an annual balanced budget to sustain recurring annual boating and fishing recreational activities; and to maintain facilities investment.

4. CLUB FACILITIES



Figure 4-1: Overview of Club Facilities in Work Point Barracks



The PBC is situated in in Rose Bay within Victoria Harbour, with sheltered moorage accessed by road through CFB Esquimalt's Work Point Barracks.

4.1 Clubhouse



Figure 4-2: Rear View of Clubhouse

The Clubhouse is located in Building WP1031 and is shared harmoniously with the CFB Esquimalt Model Railway Club. The PBC facilities in the building include:

- Main floor with a large club meeting room, kitchen, toilets and outdoor Bar-B-Q; and
- Lower level with an office, boat canvas repair and fabrication sewing room, tool crib and storage rooms.

4.2 Boat Launching Ramp



Figure 4-3: Boat Ramp and Approach to Wharf Entrance

The boat launching ramp is accessed via the Work Point Barracks entry gates and road network.



4.3 Secure Gated Wharf



Figure 4-4: Wharf Complex with A and B Jetties

Foot access to the wharf complex is via a locked gate. The wharf contains:

- Fish cleaning station,
- Equipment storage shed,
- Distributed power,
- Distributed fresh water,
- Lighting,
- Berths for approximately 100 power boats up to a maximum 30 feet in length,
- A tidal lift, and
- Various security systems.



4.4 Breakwater



Figure 4-6: Breakwater (On Right) Provides Rose Bay Enclosure



The wharf is sheltered by a 100 meter long stone breakwater barrier that encloses the South side of Rose Bay to provide effective protection from the sea and harsh weather.

4.5 Boat Maintenance and Trailer Storage Compound



Figure 4-7: Boat Maintenance and Trailer Storage Compound

On-shore boat maintenance and storage facilities are located at Building WP1061 which has:

- Indoor servicing bay for boat painting,
- Indoor servicing bay for boat maintenance,
- A wood working shop,
- A machine shop,
- Two outdoor hardstands with jack supports for boat maintenance, and
- Limited storage for boat trailer parking.

5. CLUB ORGANIZATION, DUTIES AND RESPONSIBILITIES

5.1 Executive Committee

The PBC is administered by a committee of members elected from the Regular and Ordinary members, responsible to the Base Commander through the PSP Manager. The President, Vice President and Treasurer positions are always filled by serving CF members. Regular, Ordinary, or Honourary Life members may hold all other positions.

The Executive Committee consists of the following appointments:

- President;
- Vice-President;
- Secretary;
- Treasurer;
- Membership Chair;
- Wharf Master;
- Compound Custodian;
- Clubhouse Custodian;
- Entertainment Chair;
- Fishing Derby Coordinator;
- Environmental/Safety Officer, and



- Web Master/Public Relations Officer.

5.2 Duties and Responsibilities

The duties and responsibilities of the Executive Committee are described at Reference F. Under the leadership of the President, the Executive Committee is responsible to:

- Plan and execute the PBC's near term and long range plans, entertainment, operations and maintenance, administration and financial compliance.
- Plan and manage the efficient conduct of all club programs which collectively aim to *contribute to the well-being of CF members and their families.*

6. ANNUAL OPERATING BUDGET

Reference A describes the PBC business plan and operating budget for Fiscal Year 2016/17. The PBC conducts its self-sustaining program of activities through funds raised from membership and storage fees. Additional benevolent loans or grants for Capital Projects may also be secured (when available) by applying to the Base Fund or the Canadian Forces Central Fund (CFCF).

7. CURRENT ANNUAL REVENUE STREAMS

7.1 Fee Pricing Strategy

The PBC fee pricing strategy is to generate annually sufficient revenue to subsidize all operating expenses, contribute to long term facilities investment projects, and support the modest growth of the club over time.

7.2 Revenue Streams

The fees and charges listed below generate approximately \$54,000 in revenue annually.

- Boat moorage charges,
- Boat trailer storage charges,
- Clubhouse rentals, and
- NPF grants or loans that may be authorized from the CFCF.

The PBC's current revenue is sufficient to fund the annual PBC Operating Budget programs and activities. In addition, a surplus of approximately \$15,000 is accrued annually from the operating budget and this income is used to fund ongoing facilities investment projects. No changes in fees or charges are required.

8. PBC PROGRAMS

The PBC manages and conducts the following programs:

- Entertainment,
- Operations and Maintenance, and
- Five Year Master Development Plan annual cyclical development, and
- Execution of the Capital Projects funded in the Five Year Master Development Plan.



8.1 Entertainment Program

Over the years of its operation, the PBC has developed an effective annual Calendar of Events that incorporates a proven range of popular recreational boating activities for members and their families, including:

- Seasonal Fishing Derbies
- Boat Cruises
- Entertainment Special Events such as pot-luck suppers, Bar-B-Qs and special events are organized for members and their families who meet in the clubhouse to enjoy camaraderie.

8.2 Facilities Investment Operations and Maintenance (O&M)

The PBC buildings and club facilities are exposed to the continuous corrosive effects of the sea and weather. A significant percentage of the PBC's annual budget is invested annually to fund O&M activities that aim keep all club assets in good repair and operational. **Reference A** (CFP 110) establishes limited Public and Non-Public financial support to club operations for O&M activities.

8.2.1 O&M Inferred Division of Responsibilities

As a guide, the following *Division of Responsibilities* is followed by CFB Esquimalt and the PBC to manage the assignment of Public and NPF resources to recurring PBC O&M activities:

8.2.2 CFB Esquimalt Responsibilities

CFB Esquimalt is responsible to:

- Provide access and grounds security within Work Point Barracks.
- Perform major predictive, preventive and reactive maintenance services.
- Provide metered power and water services.
- Provide sewage services.
- Inspect and maintain base safety systems allocated to the PBC.
- Provide NPF administrative support through the CPCSAs.
- Approve the PBC Annual Operating Budget.
- Audit PBC financial records.

8.2.3 PBC Responsibilities

The PBC is responsible to:

- Provide local security in club buildings and facilities.
- Perform minor predictive, preventive and reactive maintenance services.
- Pay for power and water services.
- Maintain club accounts and records in compliance with NPF policies and CF rules.
- Inspect and maintain safety systems.
- Plan and execute the PBC's Annual Operating Budget which includes approved O&M expenditures.



- Maintain and update through annual cyclical reviews the PBC Five Year Master Development Plan.

8.3 PBC Five Year Master Development Plan (MDP)

Attached **Annex A – PBC Five Year Master Development Model for the Period 2016 to 2021** provides the following benefits:

- Establishes a “*Vision*” to guide and prioritize PBC facilities investment planning; and focus effort to sustain club efficiency, development and services.
- Provides a disciplined framework within which multi-year projects may be planned, prioritized, approved, funded, and executed efficiently and effectively.
- Avoids impulsive, inadequately planned projects that do not contribute to meaningful PBC development priorities or beneficial long term improvements.
- Contributes to the effective rationalization and exploitation of the PBC’s limited financial resources which are focused to accomplish the PBC Mission.

8.4 MDP Development Strategy

Figure 8-1 (below) describes a process to manage the MDP development, approval, funding and execution. It is important to note that the development of the MDP is a dynamic activity that requires continuous deliberate planning to establish a pathway to complete projects in the current fiscal Year (Year 1) and the priorities for projects in the following four Fiscal Years. Normally, the Year 1 projects are fixed and will not be displaced except in extraordinary circumstances. Projects in Years 2 to 5 may be adjusted during annual reviews and prioritization of the MDP projects.

Normally the MDP is finalized for the following Fiscal Year by no later than 31 January, so that it can be presented to the membership at the Annual General Meeting in February; and then implemented when the new Fiscal Year begins on 1 April.

8.4.1 MDP Initiation Planning for Fiscal Year 2017/18

At present the PBC does not have an existing Five Year MDP. In order to redress this situation and initiate the orderly planning of a new PBC MPP, the activities listed below will be conducted.

8.4.2 Club Facilities Investment Requirements Analyses

By following **Table 8-1** (below), the PBC Executive Committee members are tasked to review their areas of responsibility to identify critical capital items for inclusion in the Five Year Plan. Commercial surveys may be authorized by the Executive Committee if the PBC cannot complete them with our own resources. Projects are initially identified without constraints. Club members are requested to offer suggestions for consideration in the requirements analysis.

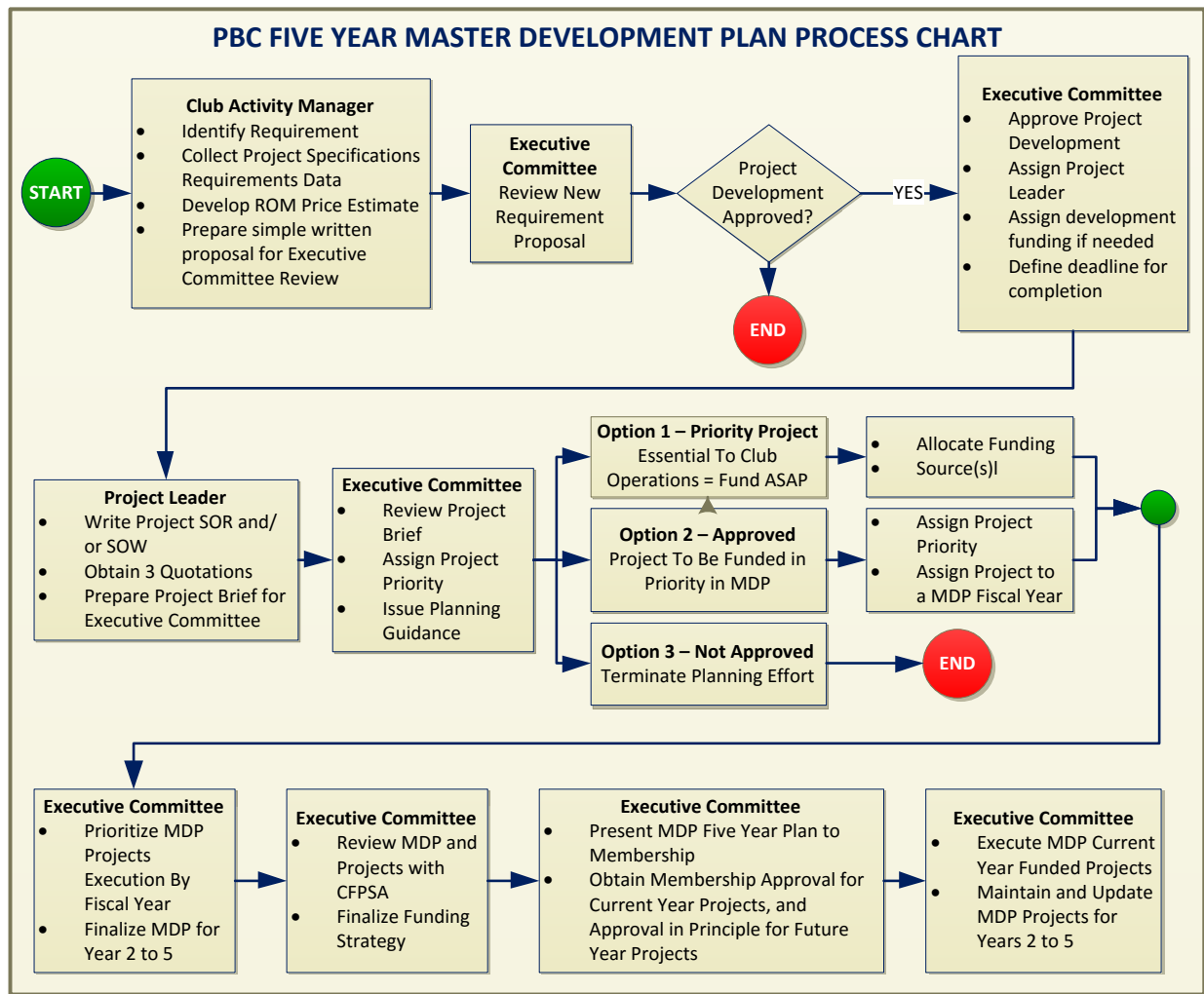


Figure 10-1: PBC Five Year Master Development Plan Development Process

8.5 Facilities Investment Capital Projects List Development Timeline

Annually by 1 May, the Executive Committee members are tasked to complete project briefs and ROM estimates for the Executive Committee's review, assignment of priorities and planning guidance for the development of selected projects for inclusion in Years 2 to 5 of the MDP.

For example, the MDP for Fiscal Year 2017/18 will be finalized by no later than 31 January 2017, so that it can be presented to the membership at the Annual General Meeting in February 2017. The new MDP includes:

- Funding for projects in Year 1 (Fiscal Year 17/18); and
- Proposed projects prioritized for implementation in Years 2 to 5 (2018 to 2021) of the MDP.
- The approved new MDP is implemented when the new Fiscal Year begins on 1 April 2017.

8.6 Capital Projects

A Capital Project involves authorized expenditures over \$1,000 in support of club programs. The Capital Projects for 2016-17 planned by the PBC are as follows:



8.6.1 Boat Ramp Repair – Estimated Price \$50,000

This project has been languishing for five years. To date the approval to proceed with the repairs has not been granted. The estimated cost to complete the repairs is \$50,000. It remains an active project in Fiscal Year 2016-17. If repairs are not made soon, the ramp may have to be closed for safety reasons.

8.6.2 Large Screen High Definition Television Monitor or Projector - \$10,000

The PBC membership will be asked to approve the allocation of up to \$10,000 to procure a new high definition television monitor or projector to replace the club's obsolete TV monitor.

9. FISCAL YEAR 2015-16 BALANCE SHEET

Table 9-1: CFB Esquimalt Power Boat Club Balance Sheet for Fiscal Year 2015-16 (below) provides an overview of the PBC's financial past performance, which was satisfactory and compliant.

TABLE 9-1: FISCAL YEAR 2015-16 BALANCE SHEET AS AT 31 DEC 15		
A	Total Revenue (All Sources)	\$37,545.72
B	Total Expenditures	\$19,210.27
C	Profit/Loss (A-B)	\$18,335.45
D	Unencumbered Cash Reserve	\$146,489.19
E	Total Year End Cash Reserve (C+D)	\$164,824.64

Historically over the past few years the PBC has generated an annual surplus of approximately \$15,000 which has accrued to the unencumbered cash reserve which is approximately currently \$164,000. This cash reserve is the primary source for funding for the MDP facilities investment projects.

10. MASTER DEVELOPMENT PLAN ASSUMPTIONS

- Annual Revenue will remain at \$54,000 per annum.
- Annual Expenses will average \$39,000 per annum
- An Annual Surplus of \$15,000 will be generated to support facilities investment projects.
- The Unencumbered Cash Reserve will generate approximately \$10,000 in interest payments per annum to support facilities investment capital projects.
- The total funding available from PBC sources to sustain annual facilities investment projects is \$25,000.
- Additional funding may be available from the Base Fund or CFCF in the form of loans or grants. For the purpose of this MDP no loans or grants are included in the annual funding scenarios.
- The PBC Clubhouse and Boat Trailer Storage Compound are in good condition. The PBC's Annual Operating Budget has sufficient funds for the Clubhouse and Compound operations and maintenance, and facilities investment projects. No Capital Projects in the MDP are currently required for these facilities.



- The Wharf is showing signs of decay from the long term effects of the sea. The wharf's decks, power and water systems are reaching the end of their service lives. Major effort and capital investment is now required to remediate the wharf. Given the estimated cost of the repairs, it will be necessary to plan and execute a multi-year program to replace the wharf and its sub-systems over time.
- The Breakwater is showing signs of erosion from the long term effects of the sea. Several large rocks have broken free for the flanks of the breakwater, and some of these rocks are blocking mooring and the South navigation channel. Clearance operations and stabilization work is needed now to remediate these problems.

11. PROJECT IDENTIFICATION AND PRIORITY OF WORK

Fiscal Year 2016/17 is the implementation year for the PBC's five year MDP. The PBC's project analyses identified the following key projects for inclusion in the MDP:

11.1 Wharf Remediation

The PBC will plan the remediation of the wharf forthwith. Given that this will be a multi-year program the following activities are envisaged:

- A detailed survey of the wharf will be conducted to formulate the scope of work, design requirements to conform to construction codes, design options to build new wharf modular segments, and project costing.
- Coordination with CFB Esquimalt Technical Services to ensure compliance with CF requirements.
- Coordination with CFPSA to receive constructive advice and support in project management activities.
- Phasing the remediation activities over at least four years in the MDP in order to keep project costs within the limited funding envelopes available to the PBC.

11.2 Breakwater Remediation

The PBC will plan the remediation of the breakwater forthwith. This is not a complex or difficult project. Given that the berm is DND property, the PBC will seek Public Support in the form of naval diver assistance to clear the rock obstructions and stabilize the flanks of the breakwater.

- A detailed survey of the breakwater will be conducted to formulate the scope of work, and project costing (if any).
- Diver and other engineering support will be requested to remediate the breakwater.

12. LONG TERM FACILITIES INVESTMENT PROJECTS

The projects listed below in **Table 12-1** have been identified by the Executive Committee for inclusion in the PBC long term Facilities Investment program which extends beyond our Five Year Master Development Plan. These projects are excluded from the Five Year Plan because they require investments which are beyond the PBC's current capacity to fund. These projects further analyses to define the scope of work and funding sources and requirements



TABLE 12-1: LONG TERM FACILITIES INVESTMENT PRIORITY OF WORK		
PRIORITY	PROJECT	ROM ESTIMATE
1	Wharf Replacement	\$500K - \$750K
2	Boat Launching Ramp Remediation	\$50K
3	Breakwater Remediation	\$10K
4	Environmental Compliance Upgrades – Tidal Grid and Storage Compound Catch Basins	\$50K
5	Security Systems Upgrades	\$15K
6	Fire Alarm System Installation	\$5K
7	Compound Workshop Upgrades	\$15K
8	Training Aids Procurement	\$10K
9	Wharf Safety Equipment	\$5K
10	Clubhouse Appliance Upgrades	\$5K
11	Marina Expansion	\$500K - \$900K

13.FIVE YEAR MASTER DEVELOPMENT PLAN

Annex A – CFB Esquimalt Power Boat Club Five Year Master Development Plan is attached.

14. SUMMARY

The PBC is organized, managed and funded to operate effectively in compliance with CFP 110 and all CF and NPP Program policies. Through careful planning, the MDP will methodically rejuvenate the PBC's facilities and concurrently, contribute to the accomplishment of the PBC's Mission: *"...contribute to the operational readiness and effectiveness of the CF, and the well-being of CF members and their families."*

Ian Kirby
Club Vice President
CFB Esquimalt Power Boat Club

Kyle B. Steel
Club Vice-President
CFB Esquimalt Power Boat Club

Attachments

Annex A – CFB Esquimalt Power Boat Club Five Year Master Development Plan for the Period 2016 to 2021



CFB ESQUIMALT POWER BOAT CLUB BUSINESS PLAN 2016-17

ANNEX A

CFB ESQUIMALT POWER BOAT CLUB FIVE YEAR MASTER DEVELOPMENT PLAN FOR THE PERIOD 2016 TO 2021

FIGURE A1: ANNUAL OPERATING BUDGETS AND UNENCUMBERED RESERVE CONTRIBUTIONS TO FACILITIES INVESTMENT PROJECTS

Serial	FY	Revenue	Expenses	Surplus	Unencumbered Reserve Interest	Total Available for Facilities Investment Projects
1	2016/17	54,000	39,000	15,000	10,000	25,000
2	2017/18	54,000	39,000	15,000	10,000	25,000
3	2018/19	54,000	39,000	15,000	10,000	25,000
4	2019/20	54,000	39,000	15,000	10,000	25,000
5	2020/21	54,000	39,000	15,000	10,000	25,000

FIGURE A2: FIVE YEAR MASTER DEVELOPMENT PLAN PROJECTS LIST

Serial	FY	Facilities Investment Projects	ROM Price	Remarks
1	2016/17	Wharf Remediation Phase 1	\$24,000	Wharf Survey, Remediation Design, Design Approval, Wharf Module Prototype Development, Prototype Installation.
		Breakwater Remediation	<\$1,000	Public Project. Limited NPP funding may be required.
2	2017/18	Wharf Remediation Phase 2	\$25,000	Construct and Install Wharf Modules
3	2018/19	Wharf Remediation Phase 3	\$25,000	Construct and Install Wharf Modules
4	2019/20	Wharf Remediation Phase 4	\$25,000	Construct and Install Wharf Modules
5	2020/21	Wharf Remediation Phase 5	\$25,000	Construct and Install Wharf Modules