



CFB ESQUIMALT POWER BOAT CLUB BUSINESS PLAN 2016-17

Effective: 1 April 2016





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Annex A – CFB Esquimalt Power Boat Operating Budget for Fiscal Year 2015-16



CFB ESQUIMALT POWER BOAT CLUB FISCAL YEAR 2016/17 BUSINESS PLAN

1 April 2016

Reference:

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

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 Business Plan should be read in conjunction with the References listed above. In the event of a conflict between this Business Plan and the References, the 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 A: *“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 for profit commercial revenue.

3.4 Victoria

Victoria is one of the most scenic waterfront cities in Canada. The city offers direct access to outstanding recreational fishing and cruising activities in the Strait of Juan de Fuca, Gulf Islands and the West Coast.

3.5 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

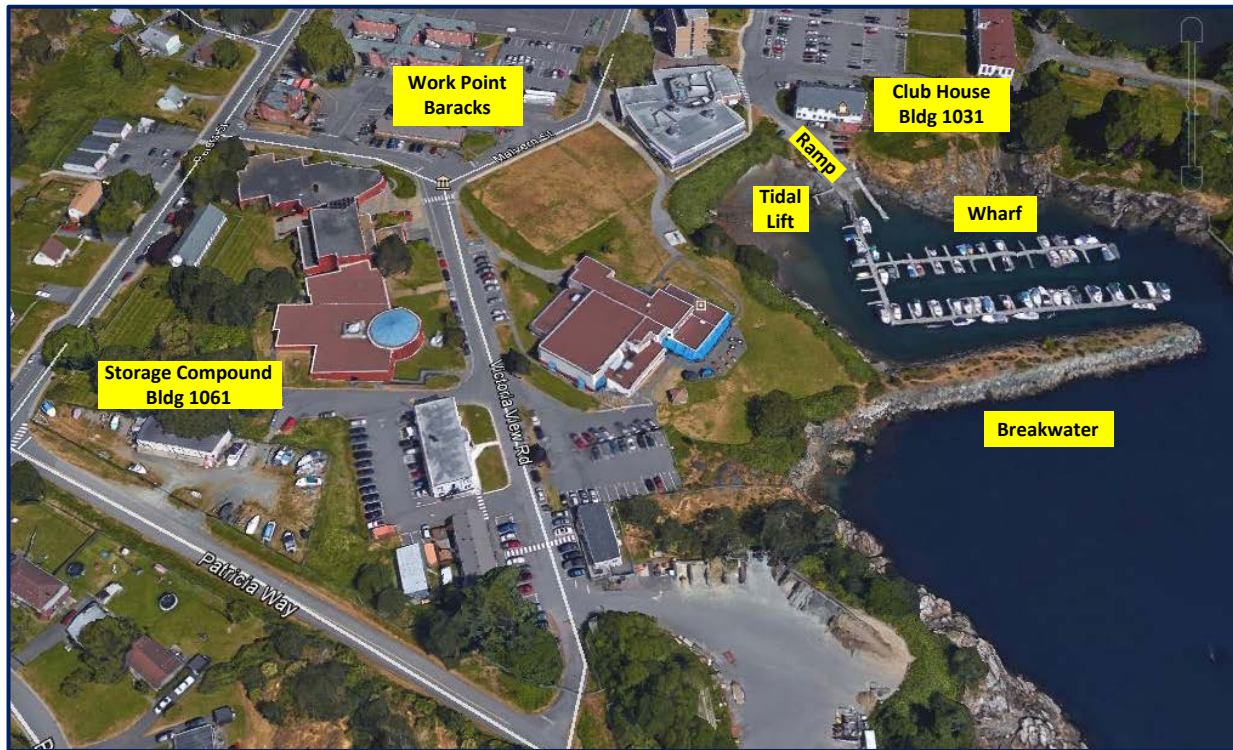


Figure 4-1: Overview of Club Facilities in Work Point Barracks



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:

- An indoor servicing bay for boat painting,
- An 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 programs for 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. OPERATING BUDGET

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). The Executive Committee has prepared at **Annex A - CFB Esquimalt Power Boat Club Operating Budget for Fiscal Year 2016-17**. This budget will be presented to the PBC membership for approval at the Annual General Meeting which will be held on 9 February 2016. Once approved by the membership and ratified by the Base Fund, this budget will be the PBC's authorized Activity Program for Fiscal Year 2016-17.

7. EXPENDITURES

Once the Base Fund approves the budget, the President is responsible for the distribution of the resources. The Treasurer is responsible and accountable to record all transactions accurately. The following PBC appointments have been delegated by the President to expend funds on behalf of PBC authorized programs and activities:

APPOINTMENT	DELEGATED EXPENDITURE LIMIT
President	Up to \$999
Vice-President	Up to \$999
Treasurer	Up to \$499
Executive Committee	Up to \$2499 ¹

8. CLUB MEMBERSHIP

8.1 Categories of Membership

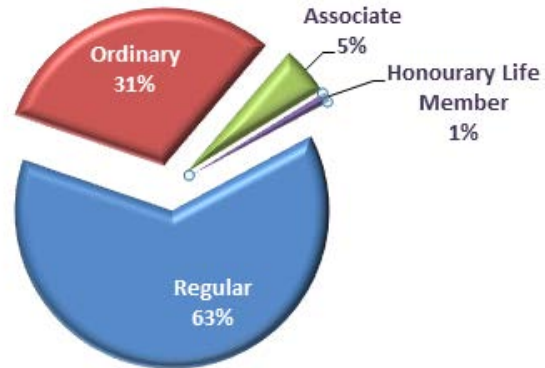
In accordance with **Reference G**, PBC memberships are categorized as “*Regular*”, “*Ordinary*” or “*Associate*”. All Regular and Ordinary members in good standing may vote at general meetings. Serving Regular members have seniority over all other membership types for all services and facilities offered by the Club. In addition to the three categories of membership above, the PBC has “*Honourary Life Members*”.

¹ The Executive Committee may expend up to \$999 without the approval of the Base Commander. For expenditures between \$1,000 and \$2499, the Base Commander's approval is required.



8.2 Current Membership Distribution

The following pie chart depicts the current relative percentage values for each type of member in the club. The PBC membership goal is to achieve a membership ratio of 75% Regular to 25% Ordinary members to achieve compliance with recommended CF membership policy goals. In all activities, CF members have priority over other membership categories for club facilities such as boat moorage and trailer storage.



9. FISCAL YEAR 2016-17 REVENUE STREAMS

9.1 Revenue Streams

PBC funding is derived from:

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

9.2 Fiscal Year 2016 Estimated Revenue

Table 9-1 provides an overview of the PBC fee schedule for Fiscal Year 2016-17. It is estimated that this schedule will generate approximately \$54,000 in revenue to sustain PBC activities.

Category	Annual Membership Fee	Monthly Moorage Fee Per Foot	Monthly Compound Storage Fee	Clubhouse User Fee Per Event
Regular Member	\$36.75 & Volunteer for at least One Work Party	\$1.50	\$13.00	\$50.00
Ordinary Member	\$52.50 & Volunteer for at least One Work Party	\$1.75	\$15.50	\$50.00
Associate Member	\$75.00 & Volunteer for at least One Work Party	\$1.75	\$17.50	\$50.00
Honourary Life Member	Gratis	As per Original Category Above	As per Original Category Above	\$50.00

9.3 Pricing Strategy

The PBC pricing strategy is to generate annually sufficient revenue to subsidize all operating expenses, contribute to long term capital reinvestment projects, and support the modest growth



of the club over time. The fees and charges listed in **Table 9-1** are adequate to fund the PBC Operating Budget programs and activities in Fiscal Year 2016-17. No changes in fees or charges are required.

10. PBC PROGRAMS

The PBC manages and conducts the following programs:

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

10.1 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. This Business Plan acknowledges that the existing Calendar of Events is effective and does not require any significant modifications. **Figure 10-1: PBC Calendar of Events for Fiscal Year 2016-17** includes the following activities:

FIGURE 10-1: CFB ESQUIMALT POWER BOAT CLUB CALENDAR OF ENTERTAINMENT EVENTS IN FISCAL YEAR 2016-17					
APRIL 2016	MAY	JUNE	JULY	AUGUST	SEPTEMBER
		19 - Father's Day Fishing Derby	9, 10, 16, 17 Summer Fishing Derby		17, 18, 24, 25 Memorial Fishing Derby
OCTOBER	NOVEMBER	DECEMBER	JANUARY 2017	FEBRUARY	MARCH
			14, 15, 21, 22 Winter Fishing Derby		11, 12, 18, 19 Spring Fishing Derby

Club Events will be planned for Spring, Fall and Winter. Details TBA
Cruises will be planned for Spring, Summer, Fall and Winter. Details TBA.

10.1.1 Seasonal Fishing Derbies

Four seasonal fishing derbies are popular competitive events that are enjoyed by members and their families. They are held quarterly over two successive weekends. Prizes are awarded for:

- The largest fish caught during each of the four days of the tournament,
- First, second and third prize gift certificates awarded to winning fish by weight, and
- A Door Prize draw.

To encourage a large turn-out, all derby





participants receive a small fishing accessory (e.g.: lure, flasher, etc.) during the awards ceremonies. After the awards ceremony a family meal is provided.

10.1.2 Father's Day Derby

A Father's Day Derby is held annually. The event is a one day activity which is designed to provide club members and their children an opportunity to participate in a fishing derby. Only the children are eligible to win prizes for the fish caught. After the awards ceremony a Bar-B-Q is held with hot dogs and hamburgers.

10.1.3 Boat Cruises

Boat cruises are sponsored periodically to encourage members and their families to enjoy expeditions to popular locations in local Canadian and USA ports.

10.1.4 Entertainment and Special Events

Throughout the year, pot-luck suppers, Bar-B-Qs and special events are organized for members and their families who meet in the clubhouse to enjoy camaraderie.

10.2 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.

10.2.1 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:

10.2.2 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 CPCSA.
- Approve the PBC Annual Operating Budget.
- Audit PBC financial records.

10.2.3 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.



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- 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.

10.3 PBC Five Year Master Development Plan (MDP)

This Business Plan should be read with **the CFB Esquimalt Power Boat Club Five Year Master Development Plan for the Period 2016 to 2021** (issued separately). It describes the PBC's plan to manage over five years all facilities investment Capital Projects; including their development, approval, funding and execution.

10.4 Facilities Investment Capital Projects In Fiscal Year 2016-17

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

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

This project has been ongoing and delayed for various reasons for over five years. To date the approval to proceed with these essential repairs has not been granted. The estimated cost to complete the repairs is \$50,000. This project will continue to be pursued in Fiscal Year 2016-17. If the repairs are not completed in Fiscal Year 2016/17, the ramp may have to be closed for safety reasons.

10.4.2 High Definition Television Monitor or Projector - Estimated Price \$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.

11. FISCAL YEAR 2015-16 BALANCE SHEET

Table 11-1: CFB Esquimalt Power Boat Club Balance Sheet for Fiscal Year 2015-16 (below) provides an overview of the PBC's healthy financial past performance, which was satisfactory and compliant.

TABLE 11-1: 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



12. FISCAL YEAR 2016-17 OPERATING BUDGET

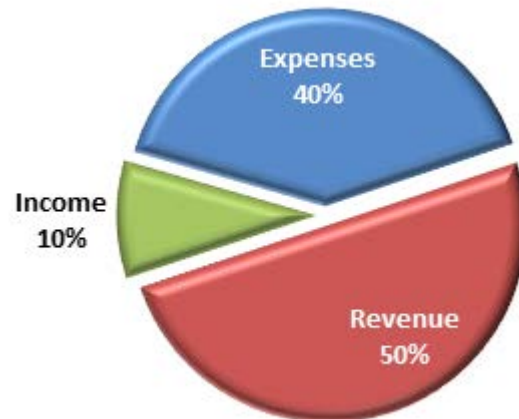
12.1 Operating Budget Spreadsheet

Attached **Annex A – CFB Esquimalt Power Boat Club Budget for Fiscal Year 2016-17** accomplishes the following critical objectives:

- Funds club programs within the limits of available revenue streams,
- Allocates funding for PBC activities and programs, and
- Establish metrics to maintain financial accountability and control.

12.2 Operating Budget Financial Performance

The adjacent pie chart (right) depicts the relative percentage values of each activity in the Fiscal Year 2015-16 Operating Budget. Similar performance is anticipated in the Fiscal Year 2016-17 Operating Budget.



13. MARKETING

13.1 Base Information Programs

The PBC staffs an information booth in the annual CFB Esquimalt MARPAC EXPO and the West Coast Welcome. We provide club information to base personnel to encourage their membership. In addition we advertise the PBC's activities and membership options in the "Lookout" base newspaper.

13.2 Web Page

The PBC web page is at <http://www.boatclub.ca/>. It provides a listing of club activities, executive members' points of contact, calendar of events, notices, and current weather.

14. SUMMARY

The PBC is organized, managed and funded to operate effectively in compliance with CFP 110 and all CF and NPP Program policies. It will continue to: *"...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

Attachment

Annex A – CFB Esquimalt Power Boat Club Operating Budget for Fiscal Year 2016-17



CFB ESQUIMALT POWER BOAT CLUB BUSINESS PLAN 2016-17

ANNEX A

CFB ESQUIMALT POWER BOAT CLUB OPERATING BUDGET FOR FISCAL YEAR 2015-16

EXPENSES			
FUNCTION EXP - ENTERTAINMENT	MEMBERSHIP PARTY	Thursday Work Parties 7176.00 Bi Yearly Work Parties 2400.00 4 x Cruises 1000.00 Unit Parties 600.00	11,176.00
FUNCTION EXP - DERBY	FISHING DERBY	4 x Year 7200.00 Father's Day 300.00 Ladder Derby 200.00	7,700.00
FEES EXP - OTHER	RECYCLING/GARBAGE		600.00
F&E UNDER 1000	FURNITURE AND EFFECTS UNDER \$1000		2,500.00
REPAIR / MAINTENANCE EXP F&E	GENERAL REPAIRS		6,000.00
REPAIR / MAINTENANCE EXP F&E	FURNITURE AND EFFECTS		3,000.00
SUPPLIES EXP - ACTIVITY	FOR WORK PARTIES - BROOMS, THREAD, WOOD		2,400.00
SUPPLIES EXP - OFFICE	OFFICE		1,500.00
SUPPLIES EXP - OFFICE	OTHER - ALPINE MARINE ETC		1,500.00
TELECOMMUNICATIONS EXP	CABLE	55.00 PER MONTH	660.00
TELECOMMUNICATIONS EXP	INTERNET INCL WEB	75.00 PER MONTH	1,300.00
UTILITIES	HYDRO	445.00 PER MONTH	5,340.00
TOTAL EXPENSES			43,676.00
MEMBERSHIPS			9,000.00
RENTALS REV	STORAGE/CLUBHOUSE		5,000.00
SERVICES REV	MOORING		40,000.00
TOTAL REVENUE			54,000.00
NET INCOME			10,324.00
CBA INTEREST APPROX		13,900.00	24,224.00