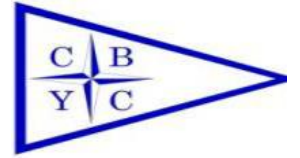


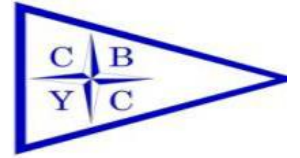


**COLLINS BAY YACHT CLUB
SAILING SCHOOL FUTURE COMMITTEE REPORT
18 JANUARY 2023**



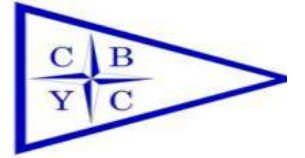
- The CBYC Sailing School (SS) Future Committee (SSFC) was established by the previous CBYC Board of Directors to critically review the administration & operation of the SS with an eye to determining if it was viable in its current form & if not, provide recommendations on its future direction
- The SSFC was comprised of: Bill Amirault (Past Commodore), Richard Dickson (Past SS Director), Mark Sansom (SS Ops. Mgr.), Andrew Hope (Chair), Phil Morris (SS Founder & seasoned sail training resource), Meg Graham (former SS Head Instructor) & Kate Doucet (SS Parent)
- The 'Terms of Reference' begat 'peer group' interviews of the Directors of the SSs of Kingston Yacht Club (KYC), Bay of Quinte Yacht Club (BQYC), Prince Edward Yacht Club (PEYC), Britannia Yacht Club (BYC) & Nepean Sailing Club (NSC) as well as discussions with Ontario Sailing to understand where the sail training sector was at since emerging from the pandemic
- Darlene Amirault (SS Administrator) provided timely insight into the administrative processes & challenges of the CBYC SS

IN THE BEGINNING



- The pandemic has been disruptive to SS operations province-wide
- No SS contacted considered shuttering operations as a result of pandemic...on the contrary, there is heightened public interest in sail training as a healthy and safe outdoor activity
- Smaller SS programs (e.g., BQYC, PEYC, etc.) are not currently offering CanSail 5&6 due to lack of candidates, scarce coaching/instructional resources & deterioration/loss of infrastructure
- 'Wet Feet' & CanSail 1&2 programs are typically selling out the fastest
- The 2 largest SS programs in Eastern Ont. (KYC & NSC) employ a full-time 'Program/Sailing Activities Manager' to oversee SS programs, recruitment, co-ordination, marketing & implementing best practices to sustain operations

LESSONS LEARNED



- Each SS has a unique flavour notwithstanding that all programs are based on the CanSail levels
- While there has been a preference to ‘grow your own’ coaches/instructors, there is consensus that diversity in training backgrounds is healthy to inspire innovation etc.
- The vast majority of SS programs run on a breakeven/not for profit basis & gov’t grants have & continue to be instrumental in shaping operating & capital budgets
- There isn’t a SS amongst those polled that can show a consequential link between SS alumni & senior club members/marina customers

LESSONS LEARNED (CONT’D)



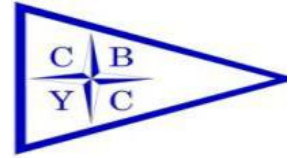
- With the exception of coaching/instructional staff, CBYC's SS is run by volunteers
- During 2022 it is conservatively estimated that the Director spent 320 hrs., the Administrator 337 hrs. & the Ops. Mgr. 160 hrs. on SS business
- In addition to time spent, some of the tasks involved in successful administration of the SS require particular skill sets (e.g., accounting, payroll, tax filing, etc.)
- This level of effort is difficult to sustain & has contributed to 'burn out' amongst our volunteers as well as proving to be a disincentive to attracting new volunteers

LEVEL OF
VOLUNTEER
EFFORT



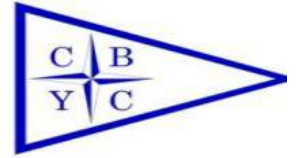
- Operating the SS at Collins Bay Marina (CBM) requires a significant commitment of marina resources beyond the physical footprint of the SS
- CBM's focus has been & will continue to be on customer service & the operation of the SS shouldn't interfere with this objective
- Although there isn't a strong business case for a sailing school at CBM, the owners continue to support it because of CBYC interest & a broader commitment to the community
- CBM is not prepared to support the introduction of a 'Wet Feet' program at this time
- CBM continues to be vigilant with respect to competitors in its market space but will not obstruct non-operational collaboration on SS matters with KYC

COLLINS BAY MARINA CONSULTATION



- Discussions were initiated with KYC in Apr. 2022 regarding opportunities for collaboration
- This effort has translated into a draft 'Letter of Understanding' (LoU) addressing:
 - ✓ KYC-CBYC coach/instructor information sharing session
 - ✓ CBYC's continued participation in KYC's Bronze Sail Regattas
 - ✓ KYC Adventure Sailing Program making CBYC a passage destination
 - ✓ CBYC participation in KYC Instructor-in-Training Program
 - ✓ Joint coach/instructor recruitment
 - ✓ Harmonization of salary/wage rates for CanSail 1-4 coaches/instructors
 - ✓ Develop joint marketing strategy for CanSail 5&6
- Discussions are ongoing to finalize the 'LoU' & operationalize commitments

KYC COLLABORATION



- Preparation of a 1, 5 & 10 year capital plan including a forecast of sail training & coach boat recapitalization
- 28 Jan. 2023 Special General Meeting to consider CBYC SSFC Report
- Further nurturing of KYC collaborative relationship
- Execute 'LoU' with KYC to crystallize our respective commitments in a transparent fashion

OUTSTANDING MATTERS



- Renew the commitment to sustaining CBYC's SS program
- Focus the SS program on those activities we can do well, namely CanSail 1-4 & drop those activities we cannot do as well (i.e., CanSail 5&6)
- Monitor emerging trends in sail training for adaptation into the CBYC SS program
- Continue to nurture collaborative relationship with KYC for non-operational SS activities & flesh out our commitments in a 'LoU'
- Obtain relief for SS Administrator for Revenue Canada reporting & payroll
- Restructure SS administration to distribute tasks amongst more volunteers to avoid 'burn-out'
- Grow the opportunities for social interaction between the parents of SS students and CBYC members
- Develop a 1, 5 & 10 year capital plan
- Work with Ontario Sailing to maintain a mutually beneficial dialogue with Eastern Ontario sailing schools

RECOMMENDATIONS