

ABYC Planning
Long Term Plan 2021-2031

Contents

At ABYC, long term strategic plan is a promise; we do what we say we will do, and we do our best to focus on what matters most. It is important to remember the context of who we are; at ABYC we are a small/medium sized non-profit business operating as stewards of public lands on the waterfront of East Toronto.

ABYC is not a large complex organization in need of large complex solutions to what are reasonably straight forward strategic challenges. With that in mind, we present to our members our Strategic Plan for 2021-2031

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ABYC Vision, Values & Mission

Vision

The very best of sailing and boating in Toronto, where anyone can escape and share their passion for adventures on the water.

Our Values

Friendly, Open & Welcoming, Inclusive & Diverse

Civility & Sportsmanship, Respect for People and Property

Individual Contribution and Teamwork

Pride in our Community, our Club, our Staff, our Waters, Lands & Facilities

Mission

Make our member experience great while strengthening the long term economic health of our club

Critical Success Factors

- Keel & motor yachts in the harbour are the core of our economic engine
- We must behave in accordance with our shared values
- We are responsible with member capital and our Ashbridge's Bay site

Strategic Priorities 2015-2025 - Prior Plan

Unlike many organizations, we did what we said we would do. The first three priorities are done and are at the “securing to sustain phase. We are well on our way on the last, that will restore our estate focusing on what our members value most.

Membership Turnaround

We have to stem the decline in Senior Membership and turn the trend around, demographic trends are not in our favour and our price/value equation to new members is challenging.

Affordable Seawalls

We have to finish our harbour wall renewal in a way that is more affordable than spending \$300,000 + per year on seawalls. Our fees are already at the high end driven in part by our seawall capital assessments.

Simplify Food Services

We have to simplify our foodservice operation making sure we focus on what supports our sailing and social activities; a bar and our major events. We must stop incurring losses that drain our resources.

Restore our Infrastructure and Amenities

ABYC has an aging estate, in the harbour and on land that will take sustained effort to renew. Priority projects will be those that ensure the success of all of our strategic priorities.

Strategic Priorities 2021 - 2030

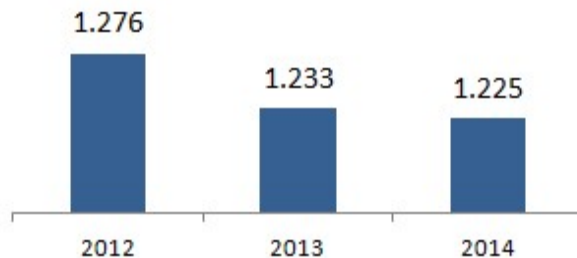
“Make or Break” Strategic Priorities for ABYC for 2021-2031 are those that if we do not do them we will surely fail, and they are:

- 1.- **Member Experience – “Make it Great”** – by improving the experience for 1) new members who drive our economic engine 2) spouses and children who are family decision makers, and 3) associate members, guests and visitors who drive our senior member satisfaction
2. **Sustain Renewal of Our Estate**, of the ABYC harbour and lands, prioritizing, projects that ensure the success of our strategic priorities, protecting the natural & aesthetic waterside environment at the club consistent with our value proposition.
- 3 **Secure Our Reputation for Stewardship** focusing on building and protecting our trust based relationship with the City & TRCA and develop the Toronto Beach community’s engagement in sailing and boating, focusing on opportunities that will help us achieve our Vision

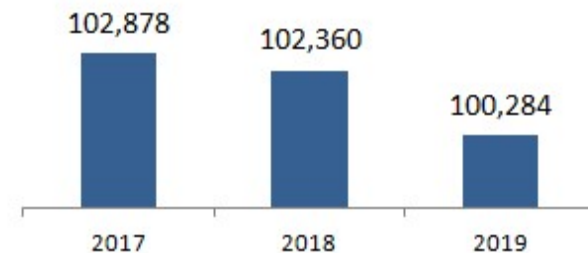
Strategic Environment – Sailing Demand is on a Slow Decline

There are only 1.2 MM active sailors in the USA and the trend is downward based on data from Sailing World. There are likely another 100 - 120k active sailors in Canada. (Canadian Population is 11% of US).

The market for our sport is not widespread and it has not been growing. Covid has created an increase in demand in 2020. The effect is more likely temporary than a sustainable change in consumer behaviour.



Number of core US participants who sailed more than 8 per year (in millions)



Number of US registered sailboats

Environment – Demand for Sailboats Remains Depressed

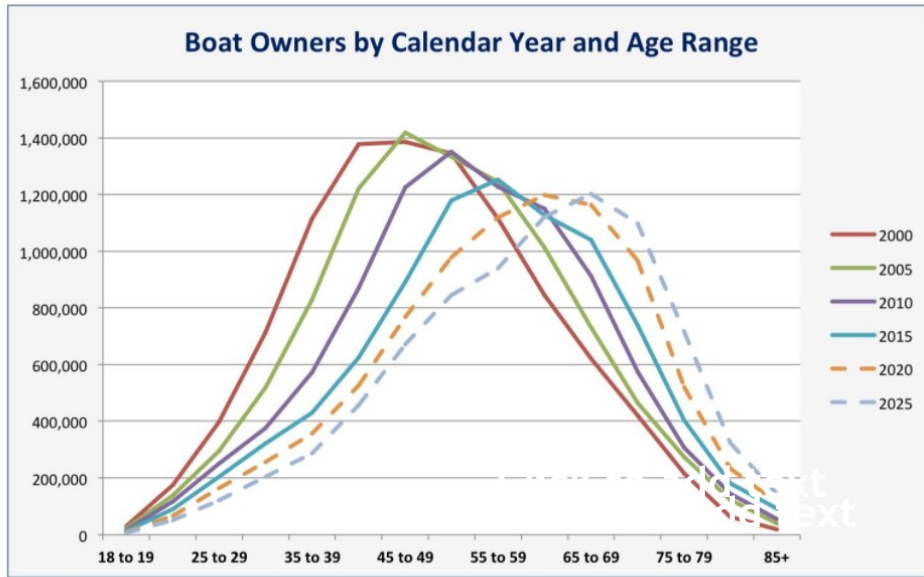
The average boomer was 43-45 years old in 2000 when sailboat manufacturing peaked. Since then, the boat building business has crashed hard and stayed there.

Most sailboats sold are under 20 ft accounting for 87% of the sailboat market. Small sailboats are just more affordable, and affordability matters. Smaller boats are geared to youth and families.

In fact, only 625 boats over 20 ft long were sold in 2019 (NMMA). Of all boats sold power and sail, sailboats only represented 2% of the total market in North America. For every keel boat built in North America there has been approximately 1 boat imported. It would be a surprise if given our lower disposable income in Canada if we saw more than 100 of all new boats over 20 feet in Canadian waters in any of the past 5-10 years.

Covid 2020 was indeed a better year industry wide. Growth segments in powerboats; personal watercraft, wake boats, fishing boats and pontoons drove 12% growth in sales overall. Data for sailboats is not available yet, however, even if sailboats kept pace, we might only have seen another 10-20 new sailboats across Canada in 2020.

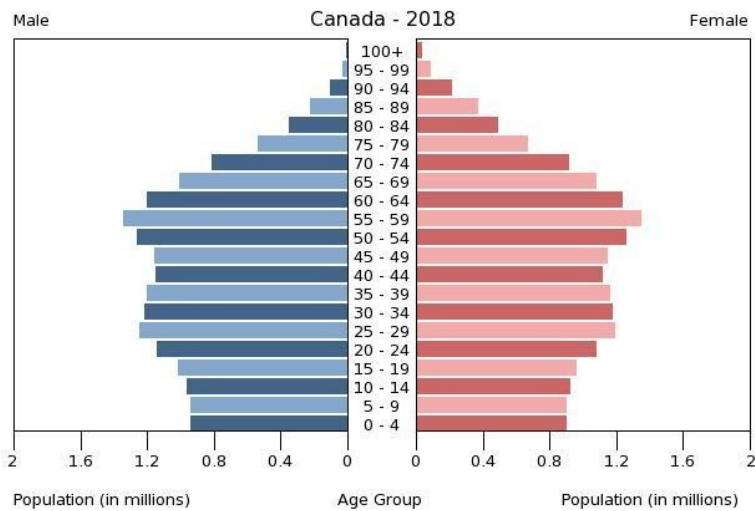
Sailing – Demographics are a Challenge



A long-term sustained decline in demand for sailboat ownership across North America was already well underway ten years ago.

The owners have “just gotten older” as the supply of younger owners has not been strong enough to keep up.

The trend will accelerate in Canada as the baby boomers age out (the oldest boomer was 75 in 2020; the youngest was 55).



The generations defined

- Generation Z**
Born: 1997 to 2012
Age in 2018: 6 to 21*
- Millennial**
Born: 1981 to 1996
Age in 2018: 22 to 37
- Generation X**
Born: 1965 to 1980
Age in 2018: 38 to 53
- Baby Boomer**
Born: 1946 to 1964
Age in 2018: 54 to 72
- Silent Generation**
Born: 1928 to 1945
Age in 2018: 73 to 90

Environment – Affordability Will Become Even More Important

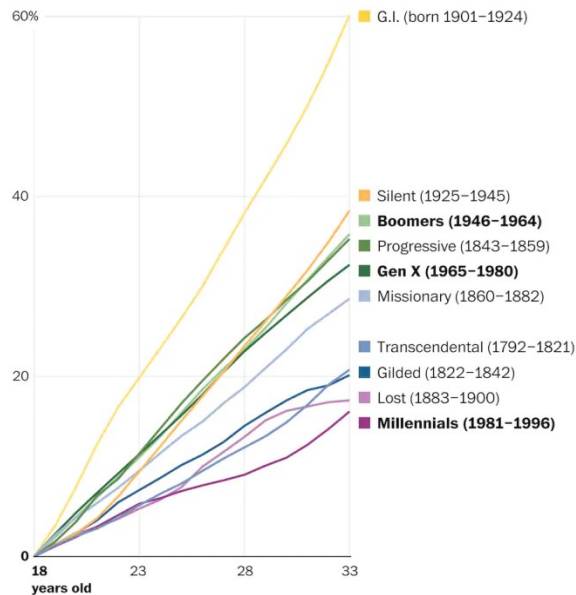
Young people are not buying boats the way their parents did. These are the people coming into our target age group over the next 10-15 years. They don't make as much; their housing costs are brutal.

Lower prosperity = lower demand & “trading down” behaviour; consider impact of

- Sailing as a cottage alternative; women/youth friendly
- Affordability becomes even more important
- Keeping advantage in smaller boats/shared ownership/ride sharing

Growth in economic output, adjusted for population

How much inflation-adjusted gross domestic product per person grew during each generation's first fifteen years in the workforce, starting at age 18, averaged across all the birth years within each generation



Millennial employment recovered. Earnings never did.

Great Recession's effect on employment and earnings, shown as a difference from their average level

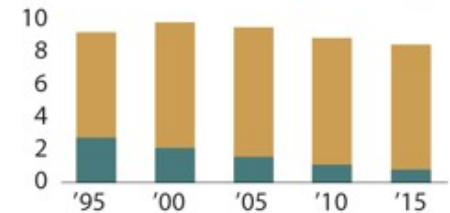


Source: Kevin Rinz
THE WASHINGTON POST

U.S. Male Boat Owners

millions

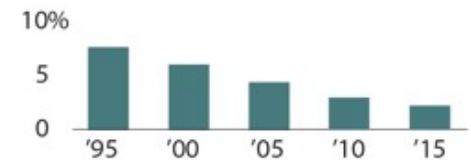
■ 20-39 ■ 40+



SOURCE: INFO-LINK

Boat Owners

Percentage of 20- to 39-year-old male U.S. population



SOURCE: INFO-LINK

Environment – Youth are the Bright Spot

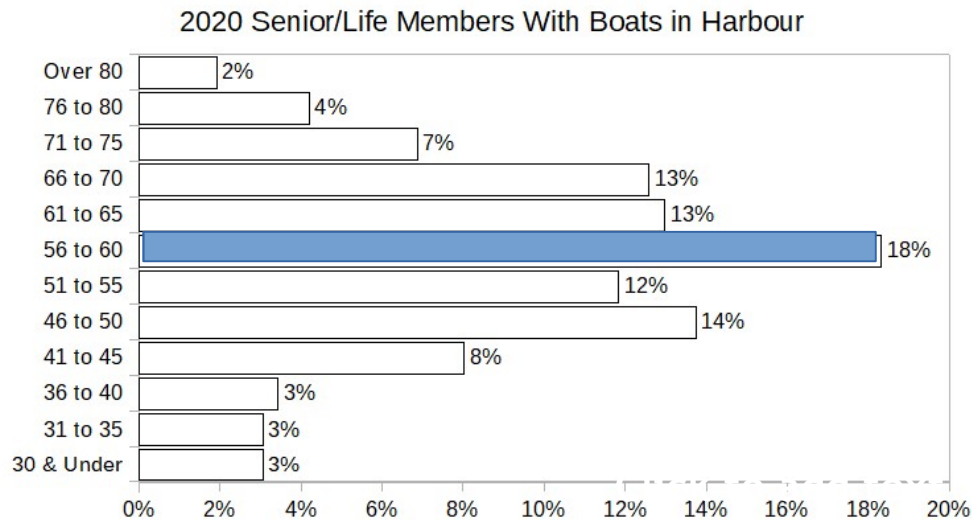
Within the decline, Sailing participation by Youth is on a long-term increasing trend. Unfortunately, youth do not drive the economic model of sailing clubs, their parents' boats on docks in the sailing club's harbour do.

That said, the parents of youth sailors may be an attractive target within what is a slowly declining sailing market.



Number of US youth sailing participants
(in thousands)

ABYC Members Profile – Beating the Trend

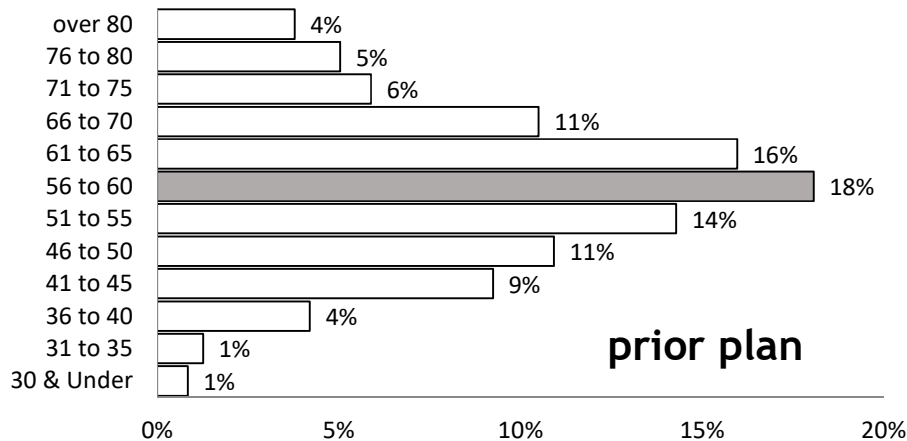


Approximately 29% of the boat owners in our harbour joined ABYC in the last five years. These new members averaged 45-46 years old when they joined.

Everyone else got 5 years older so the average Boat owner in the harbour is still 57 – the same as it was in 2015. We are now younger than the sailing average club.

Membership begins in earnest with the 40-50 year olds. Membership declines with age dropping dramatically after age 70. The oldest baby boomer will be age 75 this year. There will be a wave of retirements from sailing over the next 10 years.

Senior/Life Members with Boats

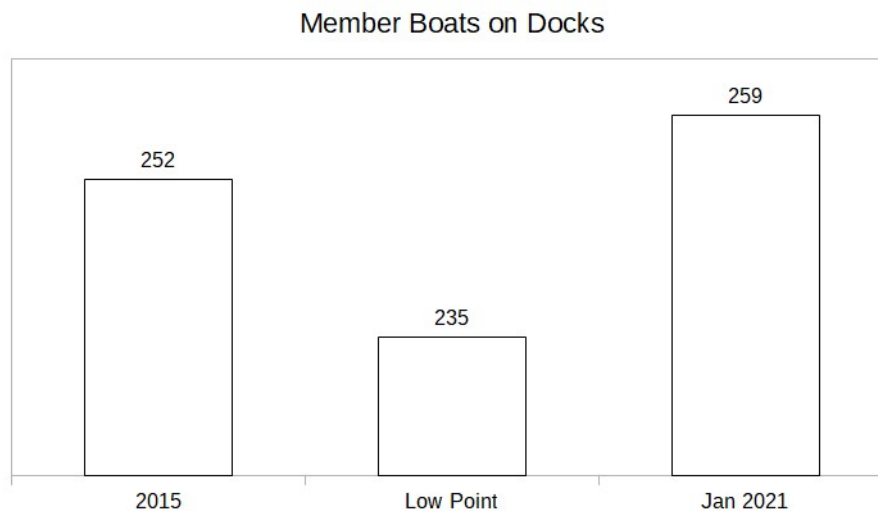


Fleet – Our Membership Decline Was Stopped & Has Recovered

ABYC was facing a long-term systemic decline in membership. Membership has been our number 1 priority driving our focus on new floating docks with modern power (our fixed and "V" docks were one of our biggest strategic weaknesses).

Between 2015 and today we declined from 252 member boats in the harbour to 235 and then recovered to 259 by early January 2021.

In annual member fees per year, we are almost \$100,000 a year better off than we were at our most recent low point. ((259-235) x approx. \$4,000/year)

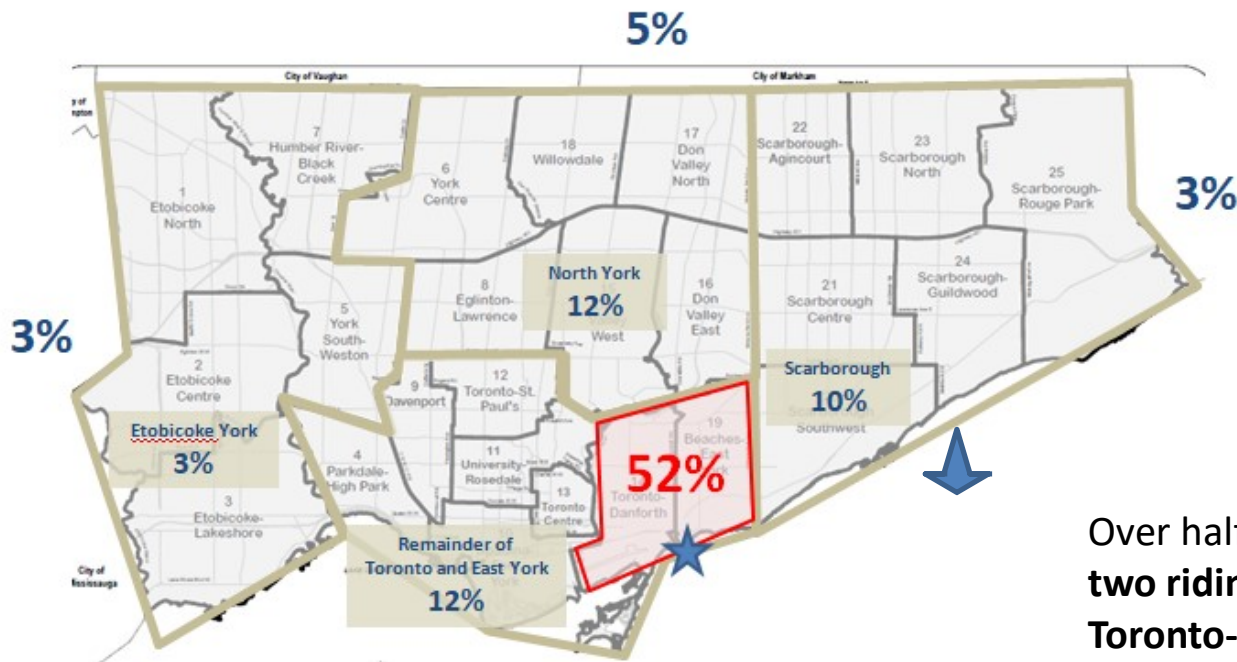


Where our Members Live Matters

Convenience is a significant point of difference for the majority of ABYC members. We are very convenient giving us an advantage over West side and Island clubs and those in the Bluffs and East.

We learned over the past decade that, in a declining market for sailing, income and population growth in our trade area do not sustain our membership numbers when we do not deliver on our value proposition, particularly on the “table stakes”.

We have taken significant action to deliver better value for money; by doing so we now expect the continued increase in population and income in East Toronto will allow us to outperform other clubs.



Over half of ABYC members live in just two ridings **Beaches-East York (40%)** and **Toronto-Danforth (12%)**

Newer Members Drive our Economic Engine

Boats on Docks drive our economic engine; our 259 current members in the harbour will provide us over \$1.0 mm in boat/member fees this year. Our newest members also kick in almost \$100k in initiation fees.

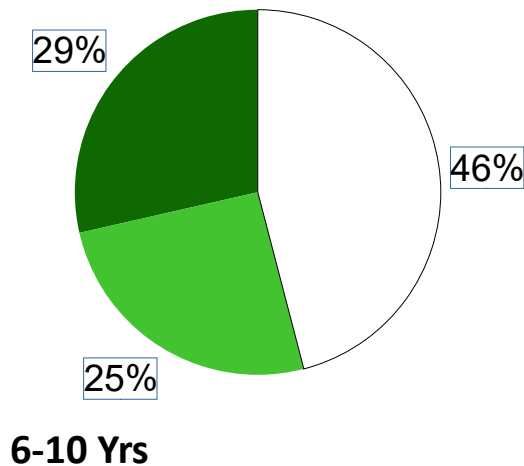
Annual turnover has been running 14-18 members per year; and our average Senior boat owner stays 15-16 years at ABYC. New member acquisition will always be a priority.

Over 50% of our members in the harbour have 10 years seniority or less. They were on average in their mid 40s when they joined ABYC, and their needs can be different than the needs of many of our older members.

Over half our Members with a boat in the harbour came to us in the past 10 years



Senior/Life Members in Harbour



Members Value Family & Friends

Members with boats on docks drive our economic engine. We spend time and effort on how we engage our senior and life members, with some members we are good at it, and in some cases "not so much".

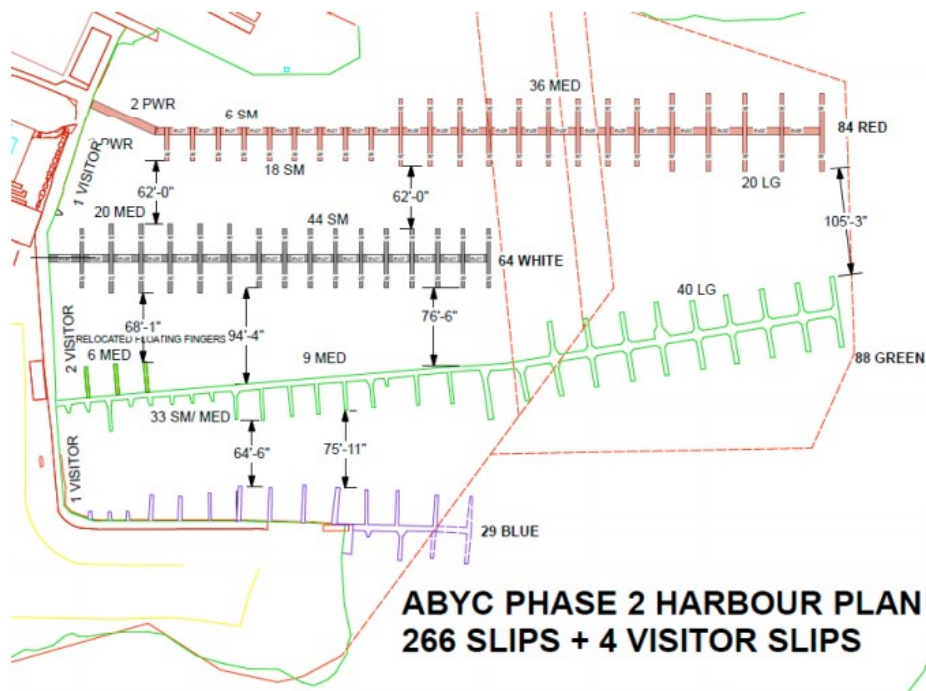
The member experience extends far beyond each individual member.

- We have over 800 adults listed in our system not including any of the children of members or those learning to sail our sailing school or any guests.
-
- Our 290 Senior and Life members come to us with at least 227 spouses and life partners if not more. Spouses and partners are often key decision makers with respect to membership and if they are not they are often a "veto-vote",
- In many cases a boat in the harbour, member & spouse come with children both young & adult all of whom are part of the everyday life of ABYC.
- Many of our 262 associate members are with us because of our senior members, they are an important part of a member's enjoyment of ABYC as in many cases are the hundreds of guests our members bring with them each year.

Member satisfaction, and loyalty, is very much driven by a member's ability to enjoy ABYC with the important people they bring with them. Their experience matters.

Fixing our Docks – 80% Complete by Launch 2021

Our aged fixed docks and V docks with inferior power was a key strategic disadvantage, particularly to new member acquisition. By the end of this spring phase 2 of installing new floating docks at ABYC we will have over 80 % of our members on a floating dock with 30 ampere power. Phase 3 will be done for launch 2022 when close to all of our member docks will be floating.



Capacity is a “state of mind”

There are many places in this plan we could put a boat with this configuration.

Once we move Green floating to the new property line we will have room for more docks than we will reasonably be able to fill in the near term off the end of White Dock.

ABYC Fleet Size – Boat Assortments – Length/Width/SF

Boat Assortment planning includes sizes of boats, fingers and room between each finger to fit not only today’s boats but the boats we expect over the next 5-10 years. We have secured an additional 2.4 acres of water lot allowing us to provide full sized docks, and providing room to expand as the boats we attract become slowly longer and wider.

Members “trade up” and some even “trade down”. The average size of a boat in the harbour owned by our older group of 119 members with over 10 years seniority at ABYC increased 0.5 ft in the past five years.

Newer members come into the club with smaller boats; even with that they bring in some real big ones as well. Today we have 42 boats at 38 feet LOA and over vs only 32 five years ago. Remarkably 8 of the 10 extra big boats came with new members to ABYC in the past five years.

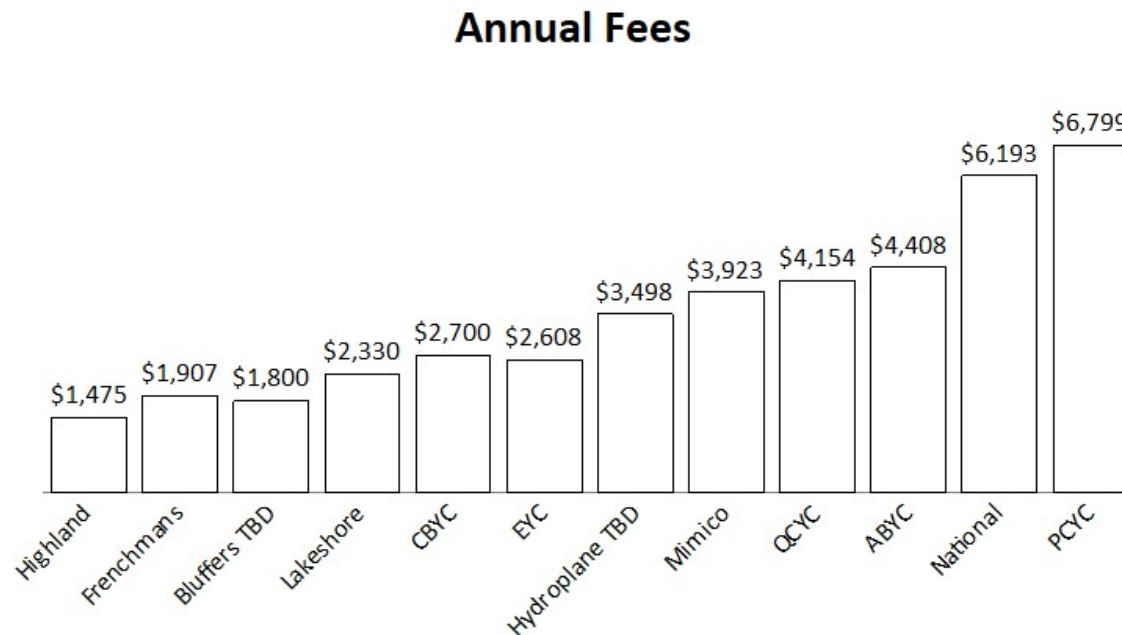
	Boats on Docks	LOA Ft	Beam Ft	SF
Last 5 years	74	31.0	10.5	326
6-10 Years	66	32.0	10.6	339
More than 10 Years	119	33.6	11.0	370
Total Fleet 2020	259	32.5	10.8	349
Fleet in 2015	252	31.9	10.1	321
Boats on Average are Bigger By		0.6	0.7	28

ABYC Fees Remain at the Higher End for Midrange Clubs

ABYC was able to hold price increases to 1% per year over the past 5 years after growing them an average 4% per year from 2009 – 2015. Members deciding to keep or get rid of their boat are likely more sensitive to annual fees.

The average boat got a bigger over the past 5 years driving the average fee per boat to \$4,400. An increase in boat sizes improves the economic efficiency of our harbour (revenue per dock). The trade off can be we may become less "affordable", relative to clubs who charge "flat/flatter fees".

Competition among clubs for new members will likely increase as most are facing similar pressures. A quick survey of clubs showed most are not full, and that some saw no uptick from the increase in demand associated with Covid, and clubs like PCYC and CBYC are offering "specials" to new members.

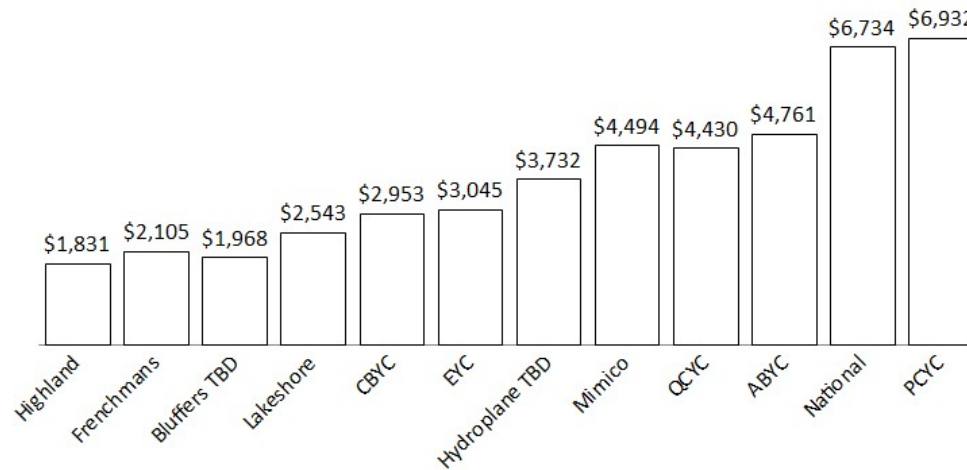


The "All-In" Price to our Members

The average member stays 15-16 years with ABYC. Up-front fees matter less the longer one stays. Some clubs have high annual & lower up-front fees (PCYC); and clubs have high up-front & lower annual fees (EYC). Some up-front fees are refundable; others not.

Our place in the market, including the lifetime cost of up-front fees, is at the upper end of midrange clubs. New members are likely the most sensitive to "all in" up-front fees.

All In Economic Cost Per Year



“No one will pay you more for something they can get elsewhere for less.” As millennials begin to enter our age target we will need to ensure we are the best value for money based on what is important to our target members consistent with our value proposition.

Volunteerism

Volunteerism is at the core of most of the boat clubs in the GTA. It is one of the things that sets us apart from the public marinas amongst other things. Some of the benefits include:

Volunteerism in a strategic sense is important to ABYC in that it

1. helps with our "affordability" for members who are inclined to enjoy at least some parts of volunteering
1. Allows ABYC to provide programs that support our value proposition to members at a scale and depth not possible without volunteers
1. Provides members with a clear point of difference to luxury clubs, making our stewardship of public lands more socially responsible to our landlords the City and TRCA, and key stakeholders therein

We have not compared volunteering levels between clubs at this time. We do not see clubs like PCYC nor public marinas, where volunteering is not part of members responsibility, to be a strategic point of difference for the types of members we attract.

Bar & Food – Responsible Use of Member Funds



After decades of losing money on our food operations ABYC has, in the short term, developed the capabilities needed to operate in a financially responsible way

Unless we break the economic model again there are no issues to deal with from a “make or break” point of view.

If in future, the club loses those capabilities and finds itself in the position where it cannot replace them, there is at least one large professional contract caterer willing to take over the operation on a P&L basis (i.e., they operate the Bar and Food keeping the operating profit or loss, and ABYC provides the facilities and the equipment).

Shore Protection and High Water

Our commitment to replacing our end of life seawalls totalled over \$1.7 MM and was headed more likely towards \$2.0 MM. Our mission critical seawalls are done.

Shore protection is needed for the rest and securing our winter storage from high water.

- Seawalls are a way to stuff as many boats as you can into as small a water lot as possible, and they rot over time.
- 40-foot steel seawalls for Blue Wall would cost \$400k+ and for Coatsworth Cut and Sailing School Basin another \$300k+.
- Rocks based solutions providing shore protection make good sense for these areas and will likely cost a third of the cost or less.

The economics of providing shore protection for Blue wall and Coatsworth are compelling given we now have ample water lot in the harbour for new docks. We may be able to maintain our number of docks on a sloped shore wall, however, if we lose a few slots they are easily replaced.

Finally, If there is any question as to which solution lasts longer steel or shore protection it is easy to tell. Only the clubs with seawalls need to invest to replace this part of their infrastructure.

Property Lease

ABYC has been able to work effectively with the local councillor, city and TRCA staff to amend the lease and provide for replacing the club's tired estate on the water with new floating dock. The club has also dealt effectively with MPAC settling a long-standing dispute.

Our relationship with our landlord has historically been an “evergreen contract” that is put to paper in our lease.

- The City deals with all of the boat clubs on city property at one time using one consistent form of lease
- We pay rent at a reasonable rate – approximately \$4,000 per acre year plus property tax
- We pay municipal residential rate property taxes. The city is proposing we do a gross lease in 2025, (i.e. no property tax bill & no MPAC assessment) creating an opportunity to secure a stable full cost lease shielding us from MPAC reassessments based on "best use"
- Our current lease runs to 2025; there is no reason to believe our lease will not be renewed on reasonable terms on an ongoing basis
- We expect based on our relationships to be able to negotiate fair and reasonable options into ABYC's version of the lease that will allow for future water lot expansions and uses on the property

Property Lease

TRCA Ashbridges Bay Landform Project creates a new protected basin outside our harbour. It creates opportunity to consider options into our new lease in 2025.

- Area in front of Red White and Blue docks may become available for docks expansion and/or changing the size mix of our docks
- Channel might shift in Coatsworth away from our wall creating a safer area to launch small boats
- Sand Beach Area from Bay Belle to Blue Wall Park becomes more protected creating water use opportunities (e.g. junior sailors/swimming)



Strategic Assessment - What is Strategic?

Strategy is about making big choices.

This plan is about “What We Will Do”, in big broad strokes.

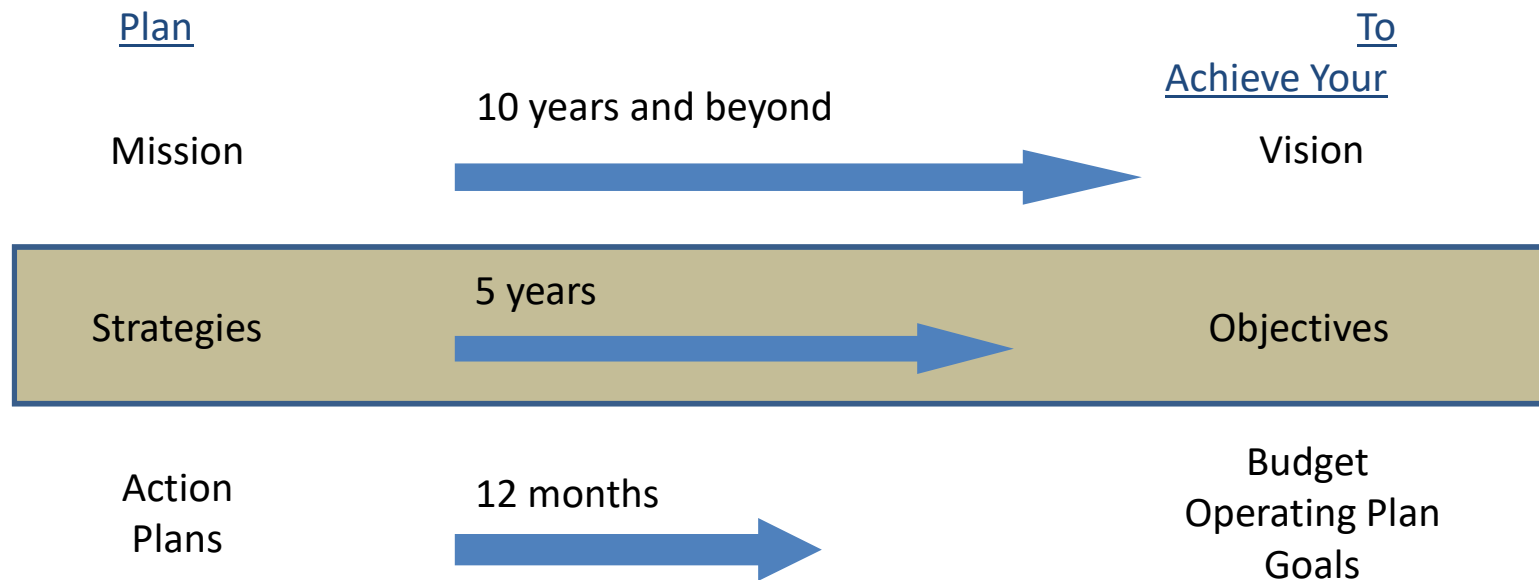
We will not be working out how we will get there, where the money will come from, or who will do the work, that is for the annual operating plan process. This plan focuses on:

- Strategic “Make or Break” changes in the environment and the performance of ABYC since 2015 that lead to a change in strategy.
- If we answer the question, “if we do this, we will surely fail”, with “no we can get by” then it is not strategic.
- The temptation is always to default to what is “right in front of us now”. Be ready to be quickly and respectfully brought back to the strategic discussion

Strategic Assessment - Long Term Strategic Plan

Long Term Strategic Plans are very different than Budgets and Operating Plans. Strategic Plans are done to make the most important choices about what ABYC is going to do in the future to address its biggest challenges.

Budgets and Operating Plans on the other hand lay out how we are going to run the club for the coming year.



Short Term Strategic Challenges vs. Long Term Strategic Trends

Challenging times are important to any Strategic Assessment. The most important thing to any sailing club is the ability to weather them and come out the other side as strong or stronger than other clubs.

High water – may or may not be with us for the long term. Recent record highs could be cyclical, and we could be dealing with low water at some point in the next ten years

Covid – Covid dramatically changed how we operate and ABYC appears to be one of the most successful GTA clubs at managing the challenge. The increase in demand for sailing we have noted could be sustained for years to come or it could be short term with Covid having pulled demand forward in an already soft market.

Recession – “It’s not if, it’s when and how much”. There will be one, and it will put pressure on seniors to retire from sailing early and for families to sell out and pull in their spending. Competition around the GTA will be very different than in years past when “people lined up to become members of a Toronto yacht club”. The effect, however, will be shorter term.

One thing we have learned at ABYC is that a challenge galvanizes membership and they will rise to the challenge and give a clear mandate. It is the long term systemic trends, however, that are more important to making the "big make or break" decisions for the next 5-10 years

The Table Stakes & Functional Benefits

For most of the table stakes we perform well, and we are correcting our weaknesses that matter. “Table Stakes” and “Wants” are very different. All Boating clubs must have the “table stakes”, everything else is an option chosen to provide a value proposition that best meets member needs

	Strength	Adequate	Weakness
Table Stakes Things that all Clubs Must Have	ABYC Harbour Vehicle Parking	Red, White & Green Floating Docks 2021 Clubhouse Grounds Haul-out & Launch Mast Crane & Storage Pump-out Safe Environment Cleanliness	Green & Blue Fixed Remaining V-Docks & Old Power Aging Facilities/Buildings and Infrastructure Including Shore Protection
Wants Where We Choose to Invest Time and Effort in support of our value proposition	Race Management Cruising Program Junior Sailing School Junior Racing Adult Sailing School	Bar Operations Entertainment Gas Dock Visitor Docks Reciprocal Rights Food Operations Coop Program RIB/Kayak/Paddleboard	Onsite Storage - Club Onsite Storage Members Dry Sail Fleet One Design Fleets Adult Dingy

Our Value Proposition – A More Formal Approach

For: Families of All Types

Who want: A place to pursue their love of Sailing and Boating in the City of Toronto

We provide: an east Toronto harbour with floating powered docks, haul-out launch & winter storage, clubhouse and sanitary facilities, with ample parking

Table Stakes

That: are both clean and safe

Why you are Different, you or few can “Own”

ABYC is different because of our:

- Approachable, Welcoming, Co-operative, Friendly & Family Oriented Culture
- Location within Park, with iconic blue flag beach, cultural & entertainment events
- Convenience to members’ homes, and to stores & restaurants that families value

As supported by our: relationship inspired, relaxed, and humble culture, where we as members are generous with our time and know how, our engaging club racing & cruising programs and our strength in youth sailing

As protected by our: long term stewardship for the City and TRCA, family affordability, and our flexible points for entry

Strengths you cannot own that support and protect your point of difference

Strengths Weaknesses Opportunities Threats

Strengths

- Welcoming relationship inspired culture
- Ashbridges Park / Beaches / Harbour
- Members' boats as weekend cottages
- Convenience for majority of members
- ABYC work party volunteerism
- Club racing & cruising programs
- Youth sailing education & competition
- Renewed strength in stewardship

Weaknesses

- Remaining G&B fixed & V docks & power
- Aging estate infrastructure amenities and state of the yard
- Widely divergent beliefs in what to spend on improvements
- New member experience associates & senior & how we communicate with them
- Consistency in how we treat people who are not senior members (including spouses)

Opportunities

- Members will give clear mandates for action faced adversity (High Water/Covid)
- East Toronto population growth/density and demographic changes
- TRCA Landform Project creates new opportunities
- Few GTA clubs have room for 40 ft plus
- Socially responsible use of leased public lands
- Shared Ownership and Shared Use Models
- Growth in Youth, Smaller Boat Market Share

Threats/Risks

- Senior Members ageing out of sailing
- Sustained soft demand from millennials
- Losing our way again on membership, affordability & focus on sailing/boating
- "Yachting/private/club" on public lands and waterways
- Fees remain near top of upper middle position in market/ (starting to open some room)
- Changing the mix of our people/members in a way that is inconsistent with who we are

Strategic Priorities 2021 - 2030

“Make or Break” Strategic Priorities for ABYC for 2021-2031 are those that if we do not do them we will surely fail, and they are:

- 1.- **Member Experience – “Make it Great”** – by improving the experience for 1) new members who drive our economic engine 2) spouses and children who are family decision makers, and 3) associate members, guests and visitors who drive our senior member satisfaction
2. **Sustain Renewal of Our Estate**, of the ABYC harbour and lands, prioritizing, projects that ensure the success of our strategic priorities, protecting the natural & aesthetic waterside environment at the club consistent with our value proposition.
- 3 **Secure Our Reputation for Stewardship** focusing on building and protecting our trust based relationship with the City & TRCA and develop the Toronto Beach community’s engagement in sailing and boating, focusing on opportunities that will help us achieve our Vision

Member Experience – “Make it Great”

Our challenge is to improve the experience for:

- new members who drive our economic engine
- spouses and children who are key influencers & family decision makers, and
- associate members, guests & visitors who drive senior member satisfaction

Key Strategies Include:

Own “Friendliest Boating Community in the City”, building our emotional point of difference by getting great at our relationships, by becoming more Approachable, Welcoming, Inclusive, Diverse, Co-operative, Interactive, Friendly and Family Oriented

Really understand what segments associated with our core members with boats in the harbour really want (whether owners, spouses, children, associate members, guests and visitors), figure out how to deliver on it

Re-design how we interact with each other as members in “ways that work for each one of us”, improving how members provide important and timely feedback to the club

Ensure that we measure the effectiveness of progress against our strategic priorities

Sustained Renewal of Estate

Our challenge is to sustain our renewal of the ABYC harbour and lands, prioritizing projects that will ensure the success of our strategic priorities, protecting the natural & aesthetic waterside environment at the club consistent with our value proposition.

Key Strategies Include:

- Make our Waterfronts the Star – through better harbour design & optimization, affordable shore protection/seawall replacement, optimizing waterside use, and developing our use of inactive shorelines like Blue Point to Bay Belle
- Develop an integrated land use strategy focused on waterside activities at the club, including our waterside amenities, buildings, equipment storage, green space, and optimizing both our three season parking & our winter boat storage capacity to support our capacity for boats in the harbour
- Facilities Renewal – First and foremost – Finish our Dock Renewal Program. Projects priorities are ones that 1) improve our waterside activities and 2) focus on deferred maintenance that materially impacts members' enjoyment of the club.

Secure our Reputation for Stewardship

Our challenge is to build and protect our trust based relationship with the City, TRCA and develop our relationship with the East Toronto community, focusing on opportunities that will help us achieve our Vision

Key Strategies Include:

- Engage the Toronto East Community in Boating, through our Junior and Adult sailing courses, and our associate member programs, create public events that engage our members directly with the community and leverage our philanthropic activities to build awareness, inclusiveness and positive evocations for the club.
- Environmental stewardship, achieve a green stewardship designation, and leverage available programs to improve the quality of our waters & grounds while at the same time building awareness and positive evocations for the club
- Communicate with City & TRCA staff and local politicians in a professional manner acting with integrity, meeting our commitments, and proactively making it very easy for them to say yes to the things we need to achieve our strategic objectives.

Long Term Capital Resource Plan – ABYC is Well Positioned

Looking back a decade, the club made a strategic decision around 2009 to address the lack of providing funds in trust for the replacement of our sailing and boating infrastructure. Since then we have invested in renewing our estate funded by capital component of annual fees, new member initiation fees, capital assessment fees, member loans and financial gifts by members

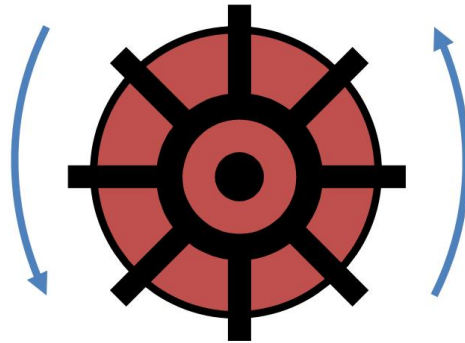
ABYC is expected to sustain its financial capacity to 1) complete the work needed to renew our aging estate and to 2) begin providing for reserves in trust to provide for the longer term capital replacement of our assets as they age.

ABYC's member loans program is targeted at the timing of capital spend for seawalls & docks that have 20+ year life spans. Member loan repayments begin in 2023, and it is expected that the club will replace redeemed loans with new ones until 2027. From 2027 the club expects to pay off its debt re-opening lending capacity for the next time it is needed, to deal with such large projects

In 2021 ABYC is expected to have 260 members with boats on docks in the harbour, and this strategic plan assumes we will be able to sustain that level over the plan period, out-performing most sailing and boating clubs on the lake in a challenging market.

Based on 2021 plan, ABYC generates a sustainable \$350,000 in fees for its capital needs each year before further member or other loans, totalling over \$ 3.5 MM in real dollars over the ten year plan period. With member loans currently around \$1.0 MM ABYC should have plenty of financial capacity over the ten year period to achieve the objectives in this strategic plan.

- **Long Term Volunteer Resource Plan – ABYC is Well Prepared and Capable**



The whole club will not be on board on day one with any particular direction no matter what strategies are chosen. If the strategy is right and the leadership is right, then the results will be achieved. It is up to each Board to do its best to plan for the long term future of the club.

Volunteers are a key resource in any ABYC plan. ABYC has a large group of active volunteers who year after year have proven able to take on the types of challenges laid out in this plan. We have room to grow in improving our member experience in this area and engaging in particular our newer members, and in improving how we use our member’s valuable time when they volunteer.

Leverage and momentum are built more rapidly when a critical mass of players are mobilized across the club. It is about being effective and getting results and there is a high level of confidence that our objectives will be achieved.

- **Strategic Sensitivities – ABYC is Proven Performance in Managing Opportunities and Threats**

A number of Opportunities and Threats may Change our Plan over the 5-10 year period including

Growth - Options to improve our water lot and land use, allowing us to prudently grow membership in a flat to slowly declining market for sailing, include 1) options we negotiate into our new lease to provide for growth in members and our waterfront use 2) “build it if they come” approach, using our flexible docks design, and potential new demand for member loans to seize opportunities, and 3) Building our Toronto Beach community engagement in sailing and boating in a way that supports our economic engine driven by boats on docks in the harbour

Compelling Improvements that pay back quickly and improve our value for money include for example 1) investments to increase our winter storage/revenue capacity, 2) developing more flexible and affordable options for launch/haul out/in-water winter storage and summer member on-site storage, and 3) changing where programs are delivered to make better use of our lands and waterfronts

Weathering Economic Events is a proven capability at ABYC, where we have grown membership in the face of two years of flooding from high water and what by the end of 2021 will be two years managing through a Covid pandemic. Future challenges will likely include a significant recession at some point, the possibility of severe weather events including high water, and credit conditions may tighten temporarily. Economic pressures on Toronto clubs may lead to significant “dealing behaviour” to stem a loss of members, leaving ABYC a challenge to grow our harbour to fund the discounts needed to keep up and maintain financial capacity achieve our strategic objectives