



Ashbridge's Bay Yacht Club

Long Range Plan

2014

Revised: 26 April 2014

Table of Contents

1 INTRODUCTION	1
BACKGROUND	1
2 STRATEGIC PLAN	3
3 TACTICS	4
CAPITAL COST PROJECTION	4
ACTIONS ITEMS	5
2015 FACILITIES ACTION ITEMS	6
5+ YEAR CONSIDERATIONS	6
PRIMARY RISKS FOR CONTINUED MONITORING	6
APPENDIX A - PLANNING GOALS, GUIDLINES AND TOOLS	1
VISION AND VALUES STATEMENT	1
VISION 2011	1
ACTIVITIES	1
CULTURE	1
FACILITIES	1
COMMUNICATIONS	2
FINANCE/SUSTAINABILITY	2
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)	2
STRENGTHS	2
WEAKNESSES	3
OPPORTUNITIES	3
THREATS	3
RISK ASSESSMENT TABLE	4
APPENDIX B - DETAILED CAPITAL COST PROJECTION	6
ADMINISTRATION (100)	6
SAILING SCHOOL (301)	7
ADULT KEEL BOAT/CO-OP BOAT (302)	9
RACING (311)	9
PROPERTY – BUILDINGS (401)	10
MARINE HARBOUR (501)	13
MARINE GROUNDS (502)	15
MARINE CRANES (511)	16
WINCH HOUSE, RAILWAY AND STORAGE YARD (521)	17
GAS DOCK AREA (531)	18
APPENDIX C - ANNUAL PLANNING AND APPROVAL PROCESS	19

1 INTRODUCTION

In 2012 ABYC proudly celebrated its 80th Anniversary. The successful completion of the Green Dock extension in this milestone year, symbolizes the strength of ABYC's self-help culture and the collective ability to meet any challenge. The club continues to thrive because of its desirable location, dedicated membership, facilities, social activities and the breadth and depth of its sailing programs.

This Long Range Plan has been developed to create an appropriate focus for decision making for ABYC's future. This Plan is also an effort to formalize a process that will ensure the club's sustained stability.

This ABYC Long Range Plan has been developed using the following information as its basis:

- Vision Report 2011 – Developed through a series of membership and committee focus groups and exceptional extensive general survey (2010) that identified priorities and 69 action items.
- Long Range Capital Plan Spreadsheet
- Annual ABYC Operating Budget
- Input from the Board of Directors

It is vital that the plan be supported by the established ABYC Vision and Values and a commitment to core programs.

To best summarize ABYC's situation, the Long Range Planning Committee and various contributing members developed a Strength, Weakness, Opportunities and Threat (SWOT) analysis, presented in this document. The SWOT summary is essential for guiding the plan.

With the ABYC Vision report as a guide in determining ABYC's priorities, the Long Range Plan will remain true to the membership's vision of the future.

This document builds from the work of prior Long Range Planning Committees and recognizes the contributions of:

- Phil Giddings
- Diane Schulman
- Krista Slack
- Carolyn Weckesser
- Peter Woodall
- Howard Kaye
- Bob Brew

Background

In 2007 the optimal Board Structure report recognized the importance of long range planning and created the position of Vice Commodore Planning. One of the commitments of this position is the creation of this annual Long Range Plan; a living document that each year will be assessed and updated, recognizing the club's accomplishments as well as ongoing and new challenges. The Plan will be an essential tool and framework for succession planning as the Board of Directors, committees and membership change.

All well run organizations must strategically plan for the future. Although it is not possible to predict all emergency situations, it is essential that ABYC build a plan that identifies known needs and prioritizes them over a number of years, considering both their immediacy and the club's limited financial/human resources.

It should be noted that the club maintains both an Operating Reserve Fund and a Capital Reserve Fund to accommodate unexpected costly events. These funds, at \$500,000 at the end of 2013, should accommodate the financial implication of unplanned events. ABYC club buildings and other key assets are insured.

2 STRATEGIC PLAN

The following are the priority areas for continued success and sustainability:

1. Increase club senior membership to 300 ASAP.
2. Develop a greater focus and support structure for the seawall replacement project.
3. Study and develop a land use and harbour configuration report to optimize any needed seawall configuration changes, new property uses and beautification projects.
4. Ensure the long-term continued success of the Sailing School through more management and outside financial support and independence.
5. Investigate and develop a comprehensive strategy to ensure the continuation of a healthy racing fleet and program, while maintaining a recreational sailing program.
6. Clearly define the mandate of the Marketing Communications Committee to oversee all of the club's marketing and communication requirements to ensure consistent branding, overall messaging and the effective use of funds.
7. Manage risk through improved safety, environmental and HR programs and procedures.
8. Investigate and recommend improvements to the current committee structure and process to ensure chair and member renewal opportunities, succession planning and successful operations overall.

3 TACTICS

Capital Cost Projection

The following major one-time-only capital expenses have been identified over a five-year period, starting after the current budget year. Operating expenses are not part of this analysis.

See Section *Appendix A - Detailed Capital Cost Projections* for work sheets.

The table is at a draft level as of January 21, 2014.

	2015	2016	2017	2018	2019	Beyond 2019
301 Sailing School	\$29,000	\$22,000				
302 Adult Keel Boat	\$0	\$0	\$0	\$0	\$0	
311 Racing	\$0	\$0	\$0	\$0	\$0	\$30,000 ⁷
401 Property – Buildings ⁶	\$5,000 ⁸	\$38,000 ⁵	\$3,000	\$0	\$5,000	\$8,000
501 Marine – Harbour	\$80,000 ^{1,2,3}	\$74,500	\$74,500	\$67,500	\$67,500	\$50,000
502 Marine – Grounds	\$0	\$0	\$0	\$0	\$0	
511 Marine – Cranes	\$0	\$0	\$0	\$0	\$0	
521 Railway	\$0	\$20,000+ ⁴	\$0	\$0	\$0	
531 Gas Dock	\$0	\$0	\$0	\$0	\$0	
Total	\$114,000	\$154,500	\$77,500	\$67,500	\$72,500	\$88,000

Notes:

1- \$50,000/yr for seawall repairs – this amount could increase with each new year; If a new financing plan is approved, the \$50,000 should be considered.

2- \$7,500/yr fixed dock structure repair/replacements starts.

3- Chain replacement, 3 years, \$7,000/year. Haul-Out slings 2015

4- Possible railway repair - in-water portion

5- Club house hard wood floor replacement possible

6- Ongoing risk of sewer collapse and emergency repair of \$50,000+

7- The Sarah Ashbridge Engine/Transmission 2019

8- Kitchen Equipment, Automate Front Entrance for Handicap

Actions Items

This section addresses areas of the club such as operations, programs and administration procedures. It identifies specific opportunities for improvement or areas in need of attention or change.

Activities

- Identify how to make best use of property for revenue generation.
- Modernize Racing boat fleets – in particular 20-26 foot boats.

Facilities

- Detail club house accessibility requirements and develop a budget and schedule for implementation.
- Continue the management focus on the financial and operational challenges of the gas dock and restaurant.

Communications

- Messaging should emphasize that we are a “working club”, not a “working man’s club”
- Adopt the new brand identity in all areas of the club

Culture

- Improve human resources management.
- Create a family friendly dock area where members with children could reside on request.
- Plan update for playground area; consider relocation if consistent with land use study
- Consider amenities for teenage family members, such as a volleyball court at Bay Belle Park.
- Evaluate the mechanism for ongoing maintenance of the facility for efficiency and effectiveness. (Recognize that we must evolve our excessively frugal approach of the past and expect and plan for investing/developing more professional methods.)

Finance / Sustainability

- Consider creating formal Sail School positions responsible for fundraising and business management that would support the sailing school program director. While the junior sailing school program is in excellent shape, additional support and management of the sailing school finances and operations would be helpful to ensure continued success at an appropriate cost to the club. Establish the correct balance between a racing versus recreational sailing program.
- Provide membership committee with defined targets for new members by type required: small, medium, large boats, associate members, etc.
- Increase clubhouse rentals.
- Actively seek donations, endowments, grants, sailing trust fund and other financial opportunities. Consider establishing a formal development committee or position.
- Investigate windsurfers, dragon boats and other related disciplines to increase the number of younger members.
- Adhere to governmental not-for-profit status and procedural changes.

2015 Facilities Action items

Assessments over \$5,000:

Sea walls: repair methodology, equipment and costs

Fixed Dock structure (piers and trusses)

Bubbler system upgrades

Harbour Configuration (regarding seawall and club demographic changes)

Haul out methodology (New haul out methods may require new machinery)

Maintenance/Operating Expenses over \$5,000:

Tax assessment

Sea walls – currently under proposal

Crane Maintenance

Rail Storage Yard

Improvement Expenses over \$5,000:

New sailing school boats

5+ year Considerations

Seawall repairs may continue past 2018. Funding considerations

Water or sewage services to the buildings may be a continued concern.

Improvements to dock electrical systems are likely to keep club competitive.

With the success of the Green dock extension (the floating docks) an extension to red dock may be appropriate

Meeting Accessibility needs for facilities

New haul costs due to mast up and new fees

Primary Risks for Continued Monitoring

- White Wall Seawall shift or collapse
- Dredging required due to continued low water
- Other seawall collapse
- City water or sewage line failure
- Property Taxes increase (low probability)

APPENDIX A - PLANNING GOALS, GUIDLINES AND TOOLS

Vision and Values Statement

The ABYC Vision Statement is:

“ABYC is maintained in a park-like setting, providing year round sailing and social activities for adults and children in an environment conducive to the development of life long friendships.”

Vision 2011

The 2011 Vision Report was presented and ratified by the Board and Membership and established the following priorities in five key theme areas:

ACTIVITIES

ABYC should continue to focus on the retention and the development of its core programs:

- Racing
- Education and training
- Social Events

Towards this end, it is essential to:

- advance the sport of sailing in all of its forms;
- provide mentorship;
- recognize the multi-generational membership; and
- recruit younger members and families.

CULTURE

Nurturing the strong social fabric and values that are fundamental to the club's success and sustainability as a community club should include:

- improved membership engagement;
- retention of the club's self-help culture;
- increased support for sharing of membership skills and mentorship;
- increased membership diversity (age, gender, ethnicity);
- ongoing maintenance and documentation of club history and traditions;
- adherence to the club's "Code of Conduct";
- engagement with the sailing community at large; and
- continued support of the club's commitment to the neighbouring community (e.g. Community Centre 55).

FACILITIES

ABYC is attractive to existing and new members because of its:

- location in the Beach close to shops and parks;

- variety of facilities;
- beautiful surroundings; and
- TTC accessibility.

To retain this attraction, it is essential to maintain:

- the infrastructure and club facilities, anticipating and prioritizing projects; and
- the culture and membership, including the level of expertise of the membership, to support the self-help nature of the club.

COMMUNICATIONS

Marketing Communications will continue to evolve and must include social media. The development and year-to-year execution of a MarCom Plan will include:

- internal membership engagement and feedback;
- external marketing and promotion;
- public relations;
- community outreach; and
- local political engagement.

FINANCE/SUSTAINABILITY

ABYC must remain affordable and be market competitive while continuing to evolve. Toward this end, the club should:

- research and implement creative financial solutions to support major capital costs (foundation, donations, government grants);
- develop and enhance activities and facilities; and
- retain a balance between the need for sustainability and the existing club culture.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

SWOT analysis is a common tool used to aid and guide planning and is used by many organizations. Consultation with members and analysis of the vision statement and existing planning documents has revealed the following for ABYC:

Strengths

- Location
- Park setting
- Variety of programs and activities, both sailing and social
- Community culture
- Self-help culture
- New membership opportunities

-
- Overall facilities, including free parking and year-round clubhouse restaurant and bar
 - Market competitive and affordable

Weaknesses

- Waterfront Toronto planning for the Coatsworth Cut and Ashbridge's Bay Treatment Plant (ABTP)
- Aging infrastructure and increased capital costs
- Lack of mentorship and consistent succession planning
- Limited space for winter storage and accommodation for larger boats which has resulted in larger boats requiring mast-up storage not storing at the club
- Ongoing risk of silting
- Racing program decline
- Water and air quality
- Limited capacity of Junior Sailing School facility and equipment
- Lack of consistently appropriate human resource management

Opportunities

- ABTP odour reduction plan
- Possible foundation support for Sailing School
- Toronto Water permanent improvement of Coatsworth Cut water quality
- Potential improvement of haul-out and launch methods, including mast-up hauling and storage
- Improved harbour layout due to seawall project
- Enthusiastic new members

Threats

- Infrastructure decay
- Potential tax increase
- Lack of training and compliance with safety regulations for volunteers and staff.
- Aging membership without recruitment of younger members
- Loss of community work ethic and culture, and diminishing volunteerism
- A more litigious environment results in lawsuits and unexpected expenses
- Political climate with respect to long-term lease

Risk Assessment Table

All organizations face risks. All sailing clubs face particular risks due to such things as location, age, and economic or political environments.

A fundamental part of any planning is identifying and accessing areas of risk. The following table is specific to ABYC, presenting risks, their likelihood and their potential impact.

PRIMARY			
<i>Item</i>	<i>Comment</i>	<i>Likelihood</i>	<i>Impact</i>
Seawalls Repair	Wholesale repair/replacement is deemed necessary a large financial and time commitment will be required over a 3- 6 year period.	Short Term: 90% Long Term: 100%	Very Large
Unexpected Property Tax Bill	Taxes could increase from \$60,000/yr to \$160,000/yr or more	Short Term: 20% Long Term: 50%	Large
Railway tracks/ties fail	Launch or haul out could be compromised severely	Short Term: 50% Long Term: 100%	Medium
Winter storage fire	A fire could burn a substantial number of boats during winter storage due to tight spacing and lack of fire hydrant	Short Term: 2% Long Term: 10%	Medium to Large
Environmental incident	A spill into harbor of environmentally unfriendly chemicals could require costly containment and remedial action	Short Term: 5% Long Term: 20%	Medium
Fixed docks Electrical	A nuisance that will require continued repairs and eventually make docks unattractive to boat owners considering ABYC membership	Short Term: 50% Long Term: 70%	Medium
Coatsworth Cut closure	Would require relocation of Sarah, Dry Sail, Sailing School and Pump-out and Gas Dock	Short Term: 5% Long Term: 10%	Medium
Sailing School Staffing	Lack of succession planning.	Short Term: 20% Long Term: 80%	Small - Medium
Water (or sewer) failure	This could render the club house unusable for a few days or more	Short Term: 20% Long Term: 80%	Small - Medium

Fixed docks structure	Pilings are rusting, superstructure is suspect. Failures likely to be local	Short Term: 30% Long Term: 80%	Small
Seawalls Failure	In the short term there could be a seawall collapse resulting in slips being un-usable	Short Term: 75% Long Term: 100%	Small
Need for dredging	Unexpected cost and inconvenience.	Short Term: 50% Long Term: 100%	Small
Adequacy of insurance	A damage claim could be inadequate, taxing reserves	Short Term: 10% Long Term: 20%	Small
Bill 168 incident	Legal and settlement costs	Short Term: 50% Long Term: 70%	Small
Club house exterior replacement	The aging exterior needs to be replaced	Short Term: 10% Long Term: 50%	Small

APPENDIX B - DETAILED CAPITAL COST PROJECTION

This is an inventory listing of all club capital items valued at over \$5,000. Operating expenses are not included as they are well captured in the club budget.

Administration (100)

- **Property Tax:** This is an unsettled issue, awaiting the opportunity for a hearing to review the club's assessment. The situation is being handled through the Council of Commodores. Any existing relations with provincial and federal politicians should be leveraged to resolve the matter. It is hoped this matter will be resolved in 2014 however the club could encounter further delays. It is also possible there will be a refund in the form of future tax credits.

Sailing School (301)

<i>Item</i>	<i>Year Acquired</i>	<i>Count</i>	<i>Value (replacement)</i>	<i>Lifespan</i>
Inflatable coach boat 1 (Brig 15 ft.)	2003	1	\$8,000	12 yrs
Brig Motor (40 Hp)	2003	1	\$8,000	12 yrs
Inflatable coach boat Zodiac Hurricane (11 ft RED)	very old	1	\$5,000	12 yrs
Inflatables Brig 11 ft. (2)	2009	2	\$10,000	8-10 yrs
Hard bottom coach boats (2) Whalers	2&3 - 1992	2		20 yrs
Coach boat motors (5) - 15hp, (1) 20 hp	1996 (1), 2004 (2), 2008 (2), 2010 (1)	6	\$3,900	8 years
Inflatable coach boat Zebec 11 ft.	2008	1	\$5,000	12 yrs
Brig Coach boat trailer with Rack (2)	2008, 2010	2	\$1,800	15 yrs
Old 6 boat trailer	1993	1	\$1,800	15 yrs
Brig coach boat trailer	2003	1	\$1,500	15 yrs
Big Brig trailer with rack	2013	1	\$2,500	15 years
Double axle dinghy trailer	2003	1	\$3,000	15 yrs
Sailboat - OPTI	1976 (1), 1988 (5), 1996 (5), 2004 (3), 2010 (3), 2013 (3)	20	\$3,000	12 yrs
Pico Replacement class	Plan to acquire 3 from 2014 -16			
Sailboats - PICO (6)	2005 Trillium Grant		\$6,000	10 yrs
Sailboat - 420	1990's (3), 2005 (8), 2011 (3), 2013 (2)	16	\$9,000	10 yrs
Sailboat - Laser 2 (2)	2001?		\$2,500	
Sailboat - 29er (1)	2008		\$10,000	6 yrs

29er dolly (1)	2008		\$700	5 yrs
Opti dollies (6)	2009		\$200	10 yrs
Seitech Dollies (6)	Various	4	\$700	6 yrs
Marine Cradle Dollies (15)	1990	15	\$400	20 yrs
29er Sails			\$2,000	5 yrs
PICO Sails	2005 Trillium Grant		\$900	7 yrs
420 Sails	1990's (3), 2005 (8), 2010 (1)		\$1,200	7 yrs

Adult Keel Boat/Co-Op Boat (302)

These boats have an ongoing annual maintenance cost of about \$2,000 per year.

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
C&C 25 (Tricana) + engine	\$15,000+\$2,500	1976 + 2008	40 + 10	2013 repairs @\$5,000
C&C 25 (Feeling Good) + engine	\$8,000+\$2,500	1980s + 2003	40 + 10	

Racing (311)

- Sarah Ashbridge Committee Boat – prior to further investment, long term cost of use should be reviewed

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Sarah Ashbridge	\$350,000 to \$500,000	1981	40+	2016 – diesel engine rebuild @ \$15,000 >2019 Replace Engine and Transmission @\$30,000
Robert Humphrey + engine	\$30,000 + \$18,000	2002	30+	
Jack Cameron with engine	\$45,000	2012	30+	Engine Maintenance

Property – Buildings (401)

ITEM	VALUE (Replacement)	ACQUIRED (AGE)	LIFESPAN (Years)	TIMING / COMMENTS
Main Club House Building	\$1,330,000 (Includes \$365,000 for mechanical/electrical/plumbing)	1976	80+	It is estimated the club house ongoing maintenance is about \$10,000/year.
Heating and Refrigeration				
Walk-in cooler and freezer – ground floor	\$20,000	2010	10	
Kitchen Freezers and Refrigerators (2), Bar Ice maker, Bar Fridges, Beer cooler - walk in	\$25,000	various	15 - 25	
Office heating and AC	\$6,000	2008	15-20	
Rooftop heating and AC for Duffy's Lounge.	\$7,000	1998	15-20	
Furnaces(2) for main dining room and bar	\$14,000 lot	1998	20 - 25	
Make up air unit. (heats air pumped into kitchen)	\$10,000	1998	20 - 25	
Kitchen				
Glass Washer (D.F.) Champion	\$5,000	10	2010	
Garland Burners, Propane Griddle, Convection oven, Microwave oven (2), deep fryer	\$15,000 lot	1996 to 2008	10-25	
Champion dishwasher, glass washer				leased
Club House-General				
Roof	\$15,000	2008	35	
All hardwood floor	\$20,000	2003	10	Refinish every 2 years at \$2,300, 2016 Replace hardwood and carpeting at \$35,000
Dining room and stairs carpet	\$8,000	2010	10	
Exterior Walls		25	10	Treated in 2009

Exterior Doors			10-20	2014+ Door to Duffy's lounge replacement @\$3,500
Windows		1998	20+	
Skylight	\$10,000			Badly cracked but safe. Rec'd replace in '05
Electrical				Size of service more than adequate for future growth (120/208V, 3 ph, 4 wire, 400 AMP)
Plumbing and water supply		1976		Large supply Service adequate for future growth
Drainage and sewage		1976	Original	2012- 2025 possible second failure at any time cost estimate: \$50,000 Time frame: Drainage poor leading to odours in washrooms.
Deck off main room and Duffy's	\$50,000	1976		
Lobby		1976		
Entrance	\$25,000	2013 update		2013/14 repair @\$50,000 Completed in 2014 – additional \$1,000 budgeted to add handicap door automation.
Washrooms, women/men		Women's: 2009, Men's: 2006		
Patios / Grounds	\$35,000			
TV, PA, sound system	\$7,000	1990		2013 new amplifier @ \$1,500
Office equipment and furniture	\$15,000			2014 New Boardroom Chairs

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Sailing School Building	\$236,123.	???	80+	
Sailing School (new roof)	\$3,500	2006	25	
Sailing School(new dormer)	\$6,500			On hold
Brick area to south of building	\$6,000		40+	

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Casa Ballman Building	\$75–80,000	1977, 1999 - refurbished	80+	2014 New roof @ \$4,000

Marine Harbour (501)

Annual maintenance of docks is about \$4,000/yr.

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Seawalls	\$1,000 - \$2,000/ foot	1975	35 year	2013-2018, \$50,00 - \$100,000 per year, Currently understudy 2014 Dry Dock area repaired. White Wall requires immediate attention.
Docks				
Fixed Docks - Wooden Decking	\$50/foot	All replaced 1986–1989 White wall replace in 2000	20 +	Annually Maintenance: \$2,500 (operating budget)
Fixed Docks - Under- structure Trusses	\$75,000	Built 1975 – 1978 (End of RED dock built 1983)	35+	2014+ - An ongoing replacement program is needed @\$7,500/yr
Fixed Docks - Under- structure Pilings	\$5,000	Built 1975 – 1978 (End of RED dock built 1983)	35+	2014 repair/replace Note: In '75 info was that steel pipes (vertical) had 25 year life span.
Blocks & Chains	Chain - \$10/foot	1975 - 1988	Chain: 5 - 7	2015 - chain replacement project, 3 year duration, @\$21,000 total
Bubbling System	\$12,000	2005	30	
Bubbling System Back-up (Huff & Puff)	\$15,000	1975 – Used equipment	40+	
Bubbling System - Floating docks	?			Under observation. Likely not Required
Electrical	\$75,000+ /dock	1970 – 1978 for 15 amp service green & red dock 30 amp service on blue dock	50+	\$1500 / yr in maintenance 2015-2020 Power capacity upgrade \$100,000/dock
Water system	\$2000	All new – 1999 - 2000	15+	2015+
Floating (Green) Docks	\$300,000 (includes electrical, plumbing, etc.)	2012	40	2032 - Minimal maintenance for 20
Harbour Boats / Work Docks / Barges				
Aluminum Runabout (3 boats)	\$5,000 each (includes engine)	1988, 2003, 2007	25	2013-2032
Irish Rose + Engine	\$5,000 + \$4,000	1980 +1988	40	2014 new engine @\$4,000

Work Barge / Pile Driver	\$30,000-\$50,000	Various: 1967-1983		Includes barge, 2 engines, backhoe and mast 2013 New unit may be required for sea wall repairs
Work Raft (Fitz) + Engine	\$7,000 + \$2,000	2008 + 2009	30	2038
Work Raft – New (2)	\$6,000-8,500 each	20013	30	2013 @ \$12,000.

Marine Grounds (502)

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Mast Racks - Wood (5 sheds)	\$3,000/shed	4 – 1978 1 - 1990	40	2018- 2030
Mast Racks - Metal (2 racks)	\$4,000/rack	2 – 2011	40	
Playground	Donated (\$5,000)	1990	30 – 40	2020
Front Gate	\$8,000	2009	10	2018
Flagpole	\$15,000	1979	40 – 50	2029
Tractor	\$25,000	Used - 2003	15+	2018
Grounds – asphalt	?	?		?
Red Dock picnic area	\$15,000	2004	30	2034
Green Dock picnic area	\$6,000	2012	30	2042

Marine Cranes (511)

Annual Crane Maintenance: \$4,000 (as of 2013)

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Mast Crane				
Structure	\$15,000	1977	40	2017
Hoist Motor	\$3,000	1990	25	2015
Head motor	\$10,000	1995	20	2015
Dry Sail Cranes				
2 ton Crane	\$25 – \$30,000	1979 Refurbished 2000/3	Hoist: 20	2014+ Seawall and concrete footing and pilings may require stabilization
3 ton Crane	\$25 – \$30,000	1991	Hoist: 20	2014+ Seawall and concrete footing and pilings may require stabilization

Winch House, Railway and Storage Yard (521)

Annual Winch House, Railway and Storage Yard Maintenance: \$7,000

ITEM	VALUE (Replacement)	ACQUIRED (AGE)	LIFESPAN (Years)	TIMING / COMMENTS
Winch House - Engine, exhaust system, winch mechanism, cable	\$10,000	1970 (original)	40+	Power engine produces is diminishing, engine rebuild coming
Railway Car	\$5,000	1996, wheels rebuilt in 2012	100	
Railway - submerged portion	\$20-40,000	1978	40 – 50	2015+ currently under study - may need replacement @\$20-40,000
Railway – ties and rails	\$10,000	1978	40 – 50	
Rail Storage Yard				
Cross haul ties and rails, Underlying structures, cradles		East side - 1970 West side - 1978	30	

Gas Dock Area (531)

Annual Operating: \$700

<i>ITEM</i>	<i>VALUE (Replacement)</i>	<i>ACQUIRED (AGE)</i>	<i>LIFESPAN (Years)</i>	<i>TIMING / COMMENTS</i>
Diesel Tank	\$3,000+	2005	10	
Gas Tank	\$10,000	1997	10	2013 replacement @\$10,000
Pumps, hoses, gas storage locker	\$7,000		10	2013 rebuild pumps @\$3,000
Washrooms, office	\$10,000		10	
Pump-out facility	\$9,000	2008	20+	
Portable Pump-out facility	\$7500 new \$1000 rebuild	Unknown	20	

APPENDIX C - ANNUAL PLANNING AND APPROVAL PROCESS

The following is a suggested process – to be ratified.

The annual planning process will be most active in October and November each year.

Each Fall the VC Planning and the Planning Committee will develop proposed UPDATES to the Detailed Capital Cost Projection (Section 3) and the Recommended Actions. This will be done in meetings with members, committee heads, and Board members.

These capital cost updates will be highlighted in Red in the TIMING / COMMENTS column of the table. The Recommended Action will be added in Red.

At an annual LRP meeting in the last week of November these highlighted items will be reviewed with the membership and incorporated appropriately as either an added, a deleted, or a revised/modified item.

Once this is completed the 5-year Capital Cost Projection sheet can be completed. This will be provided to the VC Finance by mid-December for incorporation into his annual and projected annual budgets.

At the January General Meeting Sections 2 and 3 of this report will be submitted to the membership for final approval.

Appendices A and B of this document will be reviewed and revised every five years with the next update due in 2015.

End of Document