

CLUB LOCARNO

Annual Plan	2016

Annual Plan:

The purpose of the Annual Plan is to outline operational strategies and budgets for the 2016 season for review and approval by the Locarno membership. Member feedback, through semi-annual and season-end meetings, fleet meetings and discussions with the past and present executive, has been taken into consideration in the development of this plan. Opportunities to review and evaluate the plan are provided at mid-season and at year-end.

2016 Locarno Executive

Commodore:	Paddy Ryan
Vice Commodore:	Peter Bodiffee
Financial Officer:	Jo Bailey
Secretary:	Mieke Koehoorn
Membership Director:	Jami Bennett
IT Director:	Oliver Thompson
Communications/ Marketing Director:	Iain MacDonald
Social Director:	Katherine Chance
Kayaking Director:	Stefan Loose
Rowing and SUP Director:	Heather Dungate
Sailing Director:	Mark Drozda
Sailing Vice Director:	Robert Holley
Wind Surfing Director:	Steven Smith

2016 Snapshot:

Membership/Social: The 2016 Budget is based on 235 paid members, reflective of membership over the past three years. A renewed effort will be made to coordinate new members with mentors to increase skills and enjoyment of Club Locarno activities.

Focus Area: The Executive is focused on improving membership procedures in 2016 (including registration, orientation, check-outs, rolling memberships) for both new and returning members. Other highlights include youth and family memberships.

All Fleets: The 2016 Annual Plan maintains an overall focus of providing a fleet of sailing, rowing, kayaking, windsurfing and SUP craft to accommodate members from beginner through to advanced skill levels. It also includes a focus on the maintenance and renewal of the fleets. No major fleet purchases are planned for this year.

Club Activities: The 2016 Annual Plan includes support for skill development (e.g. lessons), club trips, and social activities, as well as support for operational costs (e.g. storage, insurance, IT support).

Fleet Plans:

Fleet Directors as well as the IT, Membership, Social and Communications Directors submitted an overview of their plans with proposed budgets for the 2016 season, based on member feedback and executive experience. Key activities are summarized below while financials have been incorporated into the overall 2016 budget (attached).

MEMBERSHIP

Director: Jami Bennett

Overview

Changes to the membership category structure will be introduced in 2016 to reflect Club Locarno welcoming families and youth to the club.

- Family memberships include 2 adults and children at the same address. Each family member can choose their own fleets, and youth aged 15-19 may earn independent fleet privileges.
- Parents remain welcome to take their kids out as guests with unlimited frequency. All children under 15 must be with a parent.
- Youth memberships include ages 15-19. Membership and fleet costs are 75% of the full adult price structure. **Youth are eligible for lessons, checkouts, and racing, and will be granted the same privileges as a regular member.** (Club trips are only available to youth members if accompanied by a parent.)

Rolling membership renewal will begin April 1, 2016. This allows new members to join at any time during the calendar year and enjoy the benefit of a full year's membership.

Scheduled checkouts and lessons will be offered in 2016. They will be more spread out to accommodate members joining later in the season, and will have more advanced notice than in years past. These checkouts will be offered across the different fleets and posted in the club calendar early in the season.

Open houses will continue to offer opportunities for potential and new members to check out the club and meet our members in April and May. Fleet demo days may be offered in June and July to welcome new members at the height of the season.

Orientations will move to a fully online structure. We are working to optimize the content and registration for online orientation modules, anticipating a completion time around 30 minutes. Some of the previous live orientation material will be incorporated in material that will be mandatory in delivery of checkouts and club lessons.

An FAQ document is being developed to provide information online about membership policies and processes. We welcome recommendations from current members for the FAQ content.

SAILING

1. Fleet Organization Details:

- **Fleet Leadership**
 - Sailing Fleet Director – Mark Drozda – Oversee entire fleet and checkouts.
 - Membership Director – Robert Holley – Oversee clinics and lessons
 - Fleet Captains
 - Tasers - Open
 - Lasers/Vanguards/RS500 Bob Ennenberg
 - F18/ N580/Infusion David Fearn
 - N500/N570 Greg Hemmingway
- It is suggested that the instructors take on the role of communicating the Locarno way with the help of a Locarno Way checklist (needs to be developed and used across fleets.)

2. Fleet overview and focus.

- **Training boats**
 - Vanguard- consensus that the Vanguards are well suited for the roll and should not be replaced any time soon.
 - **Continue allocating funds for eventual replacement of fleet if we have any extra money.**
- Use Tasers for training boats.
 - Maybe have a Taser lesson at the end of regular lessons.
- **Develop a program to take Vanguard users to other boats (Tasers and RS500) Start with last year's sailing school graduates and members with Vanguard privileges'.**
- **Performance Cats**
 - **Budget for a new main for the F18 or buy new Infusion main and pass on sail to F18.** Will get quotes.
- **Performance Monohull**
 - The RS500 had less usage over the last two years. We should promote this boat for sailing class graduates or anybody that wants to learn to fly the spinnaker
- **Rec. Cat**
 - **Budget for 500 spin kit.** The new 500 main arrived this winter.
- Continue implementing the improvement of the cat jib halyard systems.
- Continue keeping a supply of parts that tend to get lost or break.

Sailing Continued

3. Outline of issues to be improved

- **Schedule rigging clinics and checkouts throughout season and promote calendar and registrations for this.**
- Boats need to have less downtime. Continue with sourcing and parts/tools that need to be on hand. Work on recruiting members to help with repairs
 - Pre purchase replacement parts that are known to break.
 - Bring Radial Rigs up to consistent club standard.
- Mix matched parts i.e. Laser and radial spars mixed up, wrong sails in sail bags etc.
 - **Continue to teach members not to take parts off of other boats. This makes fixing them according to the sign out system very frustrating.**
- **Mentoring for new members and students. Experienced members may want to help if they know the opportunity exists.** This will become a joint effort with sailing directors, social and membership.
- **Have a director/fleet captain at the start of all sailing lessons.** This will put a face and contact to club leadership and mentor roles.
- Encourage volunteerism
 - Use the online to-do list that involves more than just what boat is broken. Fleet directors and captains will keep this up-to-date. Sailing members will access it. The spreadsheet is in place and can be found under the sail volunteer section.

4. Action Items

- **Create an outline for sailing instructors and check list to follow to help teach the Locarno way and what we expect from membership boat usage.**
- **Create a plan to bring rookie sailors and vanguard sailors to higher skill levels**
- Advertise Google groups more within the new membership and new sailors.
- Training and Rigging videos need to be made. These have to be accessible by members either standalone or on the web (YouTube). Possibly put another PC in clubroom for this purpose.
- **Trapeze harnesses need to be repaired or purchased**
- Create website events for volunteer opportunities so that members can find and sign up for jobs and volunteer hours can be tracked. An excel page has been created for this purpose.

Sailing Continued

5. Key things that work well (and should be kept)

- Google groups
- Sign out system
- **Smaller work parties to target specific issues (gel coating, sail maintenance etc.) One will be scheduled pre work party.**

6. Sailing programs

The content, structure and pricing of the sailing lessons and clinics remain unchanged from last year. The following table shows the progression of lessons and clinics, and the certifications offered (if any).

		Certification	Prerequisite	Hours	Cost	Class size	
						Max	Min
Lessons	Beginner	Can Sail 1 + 2	Enthusiasm	30	245	6	4
	Refresher		Can Sail 2, CYA Whitesail 3 or equivalent experience	9	80	6	4
	Intermediate Lessons	Can Sail 3 + 4	Can Sail 2, CYA Whitesail 3 or equivalent experience	30	245	6	4
	Catamaran	None	Can Sail 4, CYA Whitesail ? or equivalent experience; recommend 100 hours monohull experience and 20 hours crew on catamaran	15	150	6	4
	Spinnaker	None	Catamaran Lessons or equivalent experience; recommend 20 hours skipper on catamaran	15	150	6	4
	Introduction to Racing	None	Can Sail 2, CYA Whitesail 3 or equivalent experience	20	235	6	3
Competency Assessments	Rigging Clinics - Laser Vanguard	None	None	3	0	4	1
	Rigging Clinics - All Monohull and Level 1 Cats	None	None	3	0	8	1
	Rigging Clinics – L2 and L3 cats	None	Crew experience on L2 and L3 Cats	3	0	4	1
	On-water checkout - Monohull and Level 1 Cats	None	Rigging Clinic Can Sail 2, CYA Whitesail 3 or equivalent; 20 hours skipper on same or similar craft	4	0	8	1

7. Key Success Factors

- develop a comprehensive schedule for both lessons and clinics at the outside of the season
- minimize lesson cancellation
- maximize utilisation in each lesson session . In particular try to avoid the one-off rigging clinics in order to make the best use of volunteer time
- take an active role in encouraging progression through the levels, especially for graduates of the introductory lessons
- complete the rigging videos in order to help ensure that participants in clinics are well prepared when they arrive
- ensure that beginner lesson content includes both Locarno Way and the content from the rigging clinic and fleet orientation

ROWING/STAND-UP PADDLING

Fleet Leadership

- Rowing Director – Heather Dungate
- Fleet Captain – Radik Gens (Maintenance)
- Fleet Captain – TBA (SUPs)

Present fleet

- 5 Echos
- 2 Maas Aeros (intermediate, high-performance)
- 1 Maas 24 (high-performance)
- 1 Maas Flyweight (high-performance)
- 1 Alden 16 (all around training)
- 1 Wintech Double/Pair (convertible rigging)

2016 Season Overview

This year we would like to expand on the efforts of 2015 and increase our membership, and the number of our non-member lessons with a special emphasis on youth programming. Also, due to its huge popularity last season, we will make every effort to continue the coached social rows in July and August.

We will be stopping our memberships with Row / Aviron Canada and Row BC since they required more administrative support than the club was able to provide. We will explore other avenues to provide insurance for non-member rowing students.

Fleet/Equipment Changes

The MAAS Aero no.1 was 11 years old, with signs of aging, so we sold it and replaced it with a new Maas Flyweight. This is a high-performance boat and is specially built for smaller rowers.

The Echo fleet is aging and continues to see a lot of use. Many boats have now reached their 10-year mark (grey, yellow, teal) and seen 1000's of hours of use. The newer boats (Orange, Red) are now 5 and 6 years old.

Consequently, we propose to:

- Purchase 1 (or possibly 2) new or near new Echo's. We will try to keep the older Echos a little longer, (so long as they do not become too worn out) because they get so much use. The added funds to roll over the Echo's will come from money in the existing 'Echo Reserve Fund', (created and maintained for this purpose) and will not come out of this years' budget. We also purchased 4 rowing specific PFDs.

Rowing/SUP Continued

Lessons

We had a particularly good rowing instructor this year and received overwhelming support for the lessons programs. Consequently, we want to build on last years' efforts to provide lessons to members and non-members, and expand to include rowing lessons to youth.

Learn to Row: Member and Non Member lessons.

- Including non-members (public) in the lessons achieved two things:
 - First, it provided exposure to the club (which generated new memberships) 30% of the non-member rowing students taking our lessons subsequently joined the club.
 - Second, it often increased numbers so that the minimum required number of students were met – thus enabling the session to go ahead when it would otherwise have been cancelled due to insufficient numbers. (This occurred in 3 out of the 5 lesson sessions.)
- Both group and private lessons were popular. Private lessons provided more flexibility in scheduling which members liked.

Lesson Structure

(2 sessions of Introductory Rowing and 1 session of Advanced Rowing were offered.)

Course	Level	Hours	Certification	Cost
Introduction to Rowing	Beginner	8	None	\$72 (\$150 non-members)
Advanced Rowing	Intermediate	8	None	\$72 (\$150 non-members)

Clinic Structure

Clinic	Level	Hours	Cost
"The Catch"	All levels	1.5	\$15
Rowing Fitness Assessment	All levels	2	\$10

Rowing/SUP Continued

Rowing/SUP Membership

We worked hard this year to increase rowing membership. Through better advertising, and allowing non-members to take lessons our fleet membership increased from 44 last year to 55 at the end of this year. I am hopeful that retention in rowing will be stronger than other years due to the coached social rows. (This is because they encouraged new rowers to continue rowing with others after their lessons had finished.)

Youth Membership

After considerable discussion, the club has decided to allow youth rowing memberships as well as family memberships (ages 15 years and older). We believe that we can expand our membership if we continue to increase our lessons to non-members and particularly for youth. With some extensive marketing, I believe that we could tap into the demand for youth rowing lessons – particularly at Jericho where they could seamlessly augment the established summer camps.

Social Events

Perhaps the most successful thing in our rowing program this past year was the coached social rows. We received funding from Sport Canada to pay for our instructor to lead the social rows twice a week (Thursday evenings and Saturday mornings.) The funding included money for refreshments at the Galley for the group after the row on Thursday. Where we struggled to fill social rows in the past, these scheduled social rows always had at minimum 3 members present and would very often it would “sell out”. We have had very strong support to continue the program. Unfortunately, the funding was for 1 year only, so another source of funds will have to be found. We will make every effort to continue with this program.

While there was considerable interest from members to participate in a regatta, no member stepped up to led the organization of one. Consequently, our annual regatta was cancelled. We hope to try again in 2016.

Rowing/SUP Continued

Marketing

We need to be more prepared to market our programs earlier and to a wider audience. Last seasons marketing was too little, too late.

We will require:

- Consistent imaging and logo for our Learn to Row program.
- More postcards, and posters specifically targeting youth learn to row
- Updated and increased website information
- Better Regatta Poster – to include an image logo
- Increased online presence.

(Budget for marketing the rowing fleets programing and events are included in marketing budget for the club as a whole.)

- We were not able to hold the annual regatta last year due to lack of member leadership. We will try again this year, and if we can find a member to lead the event we will need money to pay for drinks, decorations, water/oranges for participants, fluorescent t-shirts or hats for participants (JSCA rescue STRONGLY recommended that due to the difficulty of monitoring participants over a wide area of ocean.)

KAYAKING

Fleet Leadership

- Fleet Director – Stefan Loose
- Fleet Captains – TBA

Fleet

We are maintaining the same number and mix of kayaks in our fleet, and replacing older boats with new ones that are similar. This year's plans include:

- Purchase Epic V10 or V10 Sport
- Purchase used Atlantis Mist Sport
- Purchase used Seaward Quest

Lessons

We are planning no changes to the lesson structure or fees. We are considering the addition of:

- Level 1 lesson offered as an overnight trip
- rolling lessons (touring boats, Greenland-style or both)

Trips

We are planning to keep the same procedure that was introduced last year for trips.

- Trip fee will be payable at the time of registration
- \$15 for weekend trips and \$40 for week-long trips
- Sign up will not be opened for a trip until a leader has been confirmed
- Trip organizer are optional
- We are planning some training and support for people who want to lead trips

Kayaking Continued

Fleet Purchases

<ul style="list-style-type: none">• Sell Eskia
<ul style="list-style-type: none">• Sell V10
<ul style="list-style-type: none">• Sell QCC(if buy the use Atlantis Mist Sport)
<ul style="list-style-type: none">• Purchase V10 - Sport
<ul style="list-style-type: none">• Purchase used Alantis Mist Sport(if fleet membership increase)
<ul style="list-style-type: none">• Purchase used Seaward Quest(if fleet membership increase)
<ul style="list-style-type: none">• Surf ski covers
<ul style="list-style-type: none">• Small PFD's

WINDSURFING

Fleet Leadership

- Fleet Director: Steve Smith
- Fleet Captain: Ryan Alderman
- Member at Large: Shan Satoglu

Fleet Overview

The previous season saw the introduction of an offsite fee of \$150 dollars. This fee entitled any L2 or L3 member full offsite access to all allocated offsite equipment throughout the season. L2 member, as before, will have to be accompanied by an L3 member. The take up was not as big as we expected, and those who paid did not use the privilege as much as they could have. A key reason was that we experienced a bumper number of high wind days at Jericho thus negating the need to take equipment up to Squamish or elsewhere.

We sold two L2 boards and one L3 board during the 2015 season. We received approval to purchase two new L3 boards at the end of 2015 season that has been drawn against the 2016 budget. In step with the club's thinking on rotating gear, the general wear and tear on equipment has brought about a need to buy 3 more complete rigs to replace the old Hot Maui Sails.

As per 2015, more harnesses went missing. We have decided not to buy anymore. Being that a harness should be a personalized item of kit, we are now encouraging our L2 and L3 members to provide their own harness.

The harness rack is at end of life. Early season project to build a rack that would also include some temporary storage for member kit whilst on the water. We still need to do a temporary fix on the roof. The materials have been purchased; all we need is clear weather and a motivated member.

Windsurfing Continued

Lessons

Lessons will be offered again this year to get new windsurfers into the club with some skills. We will use the same windsurfing instructor, Connor MacDonald who was well liked by all those he taught.

We offered 3 sets of beginner lessons; all were attended with more than 4 people. It is our intention to run 5 beginner courses this season as we had a number of enquiries at the end of the season that were keen to join and learn. We propose the last course being held no later than mid July.

To compensate for the skills gap we recognize the need for clinics on the basics: Rigging, Board carrying and beach etiquette, Basic safety and measures to avoid wind drift and how to get the rig back to shore. The more advanced clinics will be hosted again this year. It is our desire to see each member raise their game and to graduate to higher level.

Clinics

The clinics offered last season were not as plentiful as we had planned. The clinics that we did hold were extremely well attended and enjoyed by all. We plan to have set clinic themes and have instructors rotate throughout the season. They will be held every two weeks on a Weds Eve

Youths

We think the idea to recruit new members at younger ages, which in turn means long term members, is a positive step. It also means quicker learning of physical skills at an early age creating higher performance later on. However, windsurfing is an extreme sport. Our members are allowed to use equipment in winds when all other Locarno fleets are prohibited on the water. With those extreme conditions there comes added risks. We need to ensure that all our members, and especially youth members, adhere to the practice of only going out in conditions that their skills can handle. This will be stressed in our clinics, lessons, and checkouts, and backed up by our current access restrictions to Level 3 high wind gear.

SOCIAL ACTIVITIES

Director: Katherine Chance

Overview

In 2016, the Club Locarno social program will focus on goals of:

- increased member participation, recruitment, and retention;
- regular small social connections within and between fleets on a weekly basis; and mentorship

We will continue to include events offered in past years, and encourage participation in JSCA / UBC events as well.

Social activities will be advertised on the Club Locarno homepage calendar, via weblink to a public Google Calendar, on Club Locarno Facebook page (with events set up and all members on Facebook invited), in monthly online newsletters, via email notifications to the membership, and by invitation to “friends of the club” if appropriate (e.g. JSCA administration and rescue volunteers, UBC, Mac Sailing).

The Social Director will organize volunteers, location, equipment (e.g. BBQ), food and beverages, licenses, and room bookings for the events below. These will be contingent upon adequate funds (budget is \$2,050) and volunteer support. They will engage with the events committee for JSCA on a regular basis and ensure that club members are aware of events.

The Social Director will contribute to development and delivery of marketing strategies in collaboration with the Marketing coordinator, including use of survey data to identify our target membership demographic. New methods for promoting events to the membership will be explored, including a separate webpage on the Club Locarno website, social media, advertising, and branding materials.

Social Continued

Event	Date	Support required
Club info sessions	TBC	Add to events calendar Attend as required
Work party – start of season	TBC (April?)	Budget for pizza etc.
Season Opener	Sat 7 th May	Set up and run event
Open water regatta	TBC	BBQ and Bar
Work party – end of season	TBC (Oct)	Budget for pizza etc.
Christmas party	Thurs 8th Dec	Set up and run event
Ad-hoc events		Pre-season drinks Social after elections Mid-season work party
Other events (to include on events calendar)		AGM Fleet planning meetings Polar bear paddle

Locarno Parties

- Season Opener Party – set up of event, licensing etc.
- Open Water Rowing Regatta – co-ordinate bar and BBQ set up and volunteer support, work with Rowing fleet captains as required
- Christmas Party – set up of event

Work Parties

- Ensure there is budget for pizza and beers, work with fleet captains to organize

Social Continued

Club Afternoons

In place of previous club nights and fleet demo days, Club Afternoons are proposed and will be promoted by the fleets throughout the season. Club Afternoons are an opportunity for members to enjoy on the water activities followed by food and drink on the patio. One or two afternoons a month are suggested, with a lead for each afternoon being one fleet on a rotating basis, allowing the opportunity for "fleet demo". These afternoons will also provide an opportunity for mentoring of members within fleets.

Exec will agree a schedule of fleet "leading" club afternoons throughout the summer.

Wednesday evenings will be ad-hoc events, recognizing that rowing and kayaking often meet on this day and sailing and wind surfing is wind dependent.

Mentorship program

With consideration of the experience of the executive, fleet captains, and past efforts to organize opportunities for mentorship, a renewed effort will be made to coordinate keen members with willing mentors to increase skills and enjoyment of Club Locarno activities. This may include matching assistance, increased visibility of opportunities or individuals willing to mentor, trading volunteer time for mentoring, and 1-2 organized meet & greet events to initiate buddy relationships.

All lessons will be attended by a fleet captain to introduce themselves, the fleet and the club to new members, or members new to the fleet. This fleet captain will then act as a point of contact, as required, for these members.

All "level 1" members in fleets may be assigned a level 2 or 3 buddy to help navigate the club and progress skills. The Social Director and Fleet Directors identifying potential mentors and then working through a list of members in early season to match up will do this. Mentorship will be recognized as volunteer hours

Finally, it is important to recognize that fleet trips and events are a great opportunity to create social bonds within each fleet and develop the mentorship approach in an informal manner, allowing members to progress skills.

MARKETING and COMMUNICATIONS

Director: Iain MacDonald

Overview

- Over the previous season, we had success increasing awareness of the Club through various online marketing efforts such as creation of a Google Places page, improving search engine optimization and keyword strategies on our website, instituting a Google Adwords campaign, and posting information about the club on online forums.
- We also attempted to streamline the website content to avoid duplication of information and improve navigability.
- A blog was added to the home page, and Twitter and Google Plus accounts were used to post news items in addition to Facebook.
- A trifold banner was updated and distributed at the Vancouver Boat Show and during Jericho events, and made available at the Jericho office.
- A poster campaign at community centres, coffee shops and public noticeboards downtown was undertaken, and signage was increased on our kayak/rowing shed and windsurfing containers to attract Jericho members and passers by.
- T-shirts were printed for all members as a way to further increase visibility of the club among other Jericho users.

Marketing and Communications Continued

2016 Activities

For the forthcoming season our plans are to:

- transition the website fully to a mobile-friendly format;
- revamp the graphic design of our brochures, posters and postcards;
- continue with poster campaigns;
- refine/develop marketing messages to promote youth and family membership options;
- cross-promote Locarno to non-competing organizations such as ski and snowboard clubs;
- enhance the Locarno branding on the kayak shed and windsurf container using stencil logos;
- use meetup.com on a trial basis to enhance awareness of the club and possibly increase social interaction and recreational sailing/paddling/rowing amongst members;

Budget allocations for communications and marketing will pay for: brochure rework and reprinting; poster and banner printing; paint/materials for stencils; Google Adwords fees; meetup.com fees; other web or print advertising

INFORMATION TECHNOLOGY

Director: Oliver Thompson

Overview

The focus this year is network stability and continuous improvements to the card and craft signout systems, and general IT support to club operations.

Regarding the network that supports both the card and craft signout systems, the plan includes:

- Continue to monitor network performance to ensure as rear to 100% availability through the key summer months

Regarding the card system, the plan includes:

- Setup up fully working backup system for use in case of hardware failure

Regarding the craft signout system, the plan includes:

- Replace all three computers (as they are old and problematic to maintain), priority given to those in rowing and windsurfing container
- Implement functionality to allow for boats to be reserved ... or at minimum communicated to the members of when boats are reserved

Regarding general IT support, the plan includes:

- Lead technology related process improvement projects as directed by the Executive

The purchases for our 2016 plan include

- Three new computers
- Backup Card system
- Miscellaneous
- Total

FINANCE

2015 Financial Statement

	December 31, 2015	December 31, 2014
	\$	\$
ASSETS		
Current assets		
Cash unrestricted	33,549	37,610
Cash restricted (Note 4)	45,000	45,000
Accounts receivable	-	1,376
Prepaid Expenses	4,280	946
Inventory for resale	153	153
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Total current assets	82,983	85,085
Property, plant and equipment	-	-
Total assets	82,983	85,085
	<hr/> <hr/>	<hr/> <hr/>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	747	1,902
JSCA Membership Fees Owing	-	591
HST payable	48	9,475
	<hr/>	<hr/>
Total current liabilities	795	11,968
NET ASSETS		
Net asset: beginning of year	73,117	66,103
Excess of revenues over expenses	9,071	7,014
	<hr/>	<hr/>
Net assets: end of year	82,188	73,117
Total Liabilities and Net Assets	82,983	85,085
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The accompanying notes are an integral part of these financial statements.
Unaudited

FINANCE

2016 Operating Budget

REVENUE (net of GST)	<u>87,835</u>
EXPENSE	
<i>Sailing Fleet:</i>	
Laser - Total	2,830
Tasar - Total	2,495
Skiff/Vanguard - Total	2,455
Cat - Total	10,246
General - Total	1,407
Total Sailing	<u>19,433</u>
Windsurfing	15,894
Kayaking	13,447
Rowing	9,844
SUP	2,694
General maintenance & Rescue Boat	1,500
Total Fleet	<u>62,814</u>
Administration	6,355
Insurance	6,500
Communications	2,500
Facilities & Security	3,215
Events & Social	2,000
Volunteer Management	1,500
Contingency	0
Total General and Administration	<u>22,070</u>
TOTAL EXPENSE	<u>84,884</u>
Excess of Revenue over Expense	<u><u>2,951</u></u>