

Annual General Meeting Package

2016

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NOTICE OF MEETING
KINGSTON YACHT CLUB
Annual General Meeting

Thursday, November 24, 2016

Take notice that the 121st Annual General Meeting of the Members of the Kingston Yacht Club will be held at the Clubhouse on Thursday, the twenty fourth day of November, 2016, at 1900hrs. There will be the presentation of the 2016 Financial Statements, various committee reports, election of the Commodore, Flag Officers and Directors for 2016-17 and other business that may arise.

AGENDA

1. Adoption of the agenda
2. Approval of the minutes of the 2015 Annual General Meeting
3. Commodore's address to members
4. Past Commodore Harbour Redevelopment update
5. Report of the Auditors and the Finance Committee
6. Report of the other Committees and Groups
7. Report of the Commodore
8. Amendments to Bylaws
 - Restructuring of haulout, winter storage & launch fees
 - Approval of membership & harbour fees.
9. Election of Officers
10. Appointment of Auditors for 2017
11. Ratification
12. Other Business
13. Adjournment



Kingston Yacht Club
Minutes of the 120th Annual General Meeting
Thursday, November 26, 2015
Chairperson Commodore Rosemary Wilson

Commodore Wilson called the meeting to order at 1905hrs.
Chief Returning Officer Mary Wilson reported that a quorum is present,
(53 out of 265 members).

Commodore Wilson requested everyone stand for a moment of silence in memory of those members who have passed away and also to those members who have lost loved ones in the past year.

1) Adoption of the Agenda

It was moved by Jim Beatson and seconded by Ze Keeping to adopt the agenda as circulated with the change of 7d. be moved to 11a other business (motion). CARRIED.

2) Approval of the 2014 AGM Minutes

It was moved by Terry Hodges and seconded by Don Curry to approve the minutes of the 2014 Annual General Meeting. CARRIED.

At this time the Commodore presented the Commodore's Report

3) Report of the Auditors and Finance Committee

Director of Finance, Bob Story introduced Clinton Hammond as the Auditor of Kingston Yacht Club from Wilkinson & Co. LLP who presented a brief summary of the Audited Financial Report for the year ended September 30, 2015. A detailed report was included in the AGM package and is on file in the Club office and on the member's side of the Club's website. In summary, Club auditor Clinton Hammond of Wilkinson & Company LLP- Chartered Accounts reported the financial statements present fairly the financial position of the Club as of September 30, 2015 and has no concerns to bring to this meeting.

There were no questions. It was moved by Darwin Muir and seconded by Rob Crothers that the Audited Financial Report for the year ending September 30, 2015 be approved as presented. CARRIED.

At this time Commodore, Rosemary Wilson read a letter written by Don Ruddy re: his concerns about his concerns about the state of KYC's Food and Beverage Operations as well as year-end cash flow.

4) Reports of the Other Committees

It was moved by Ross Cameron and seconded by John Lowther to receive the report of the Sailing and Harbour Committees as presented in the AGM package. CARRIED. Rick Sellens asked about location assignments for dry moored boats and Mr. Cameron replied that more room would be made available in 2013 for these boats.

It was moved by Dave Lenton and seconded by Jim Beatson to receive the report of the Membership Committee as presented in the AGM package. CARRIED.

It was moved by Wilma Cohrs and seconded by Matt Fair to receive the report of the Junior Sailing Committee as presented in the AGM package. CARRIED

It was moved by Peter Girard and seconded by Dave Lenton to receive the report of the Learn to Sail Committee as presented in the AGM package. CARRIED.

It was moved by Ze Keeping and seconded by Peter Fedora to receive the report of the House Committee as presented in the AGM package. CARRIED.

It was moved by Terry Hodges and seconded by Rick Sellens to receive the report of the Heritage Committee as presented in the AGM package. CARRIED.

It was moved by Susan Hamilton and seconded by Tim Garrett to receive the report of the Corinthian Fund Committee as presented in the AGM package. CARRIED.

It was moved by Rick Sellens and seconded by Ze Keeping to receive the report of the Cruising Fleet Committee as presented in the AGM package. CARRIED.

It was moved by Kim Garrett and seconded by Ralph Shaw to receive the report of the Women in Wind Steering Committee as presented in the AGM package. CARRIED

It was moved by Darwin Muir and seconded by Colin Duncan to receive the report of the Able Sail Kingston Committee as presented in the AGM package. CARRIED

It was moved by Rob Crothers and seconded by Ralph Shaw to receive the report of the Junior Past Commodore as presented in the AGM package. CARRIED

It was moved by Ralph Shaw and seconded by Jim Beatson to receive the report of the General Manager as presented in the AGM package. CARRIED

It was moved by Mike Charrette and seconded by Kevin Deluzio to receive the report of the Rear Commodore as presented in the AGM package. CARRIED

It was moved by Wilma Cohrs and seconded by Rick Sellens to receive the report of the Vice Commodore as presented in the AGM package. CARRIED

5) Report of the Commodore

It was moved by Ralph Shaw and seconded by Andrew Kelm to receive the report of the Commodore as presented in the AGM package. CARRIED

6) Amendments to the By-Laws

Commodore Wilson informed the meeting that there are four motions for confirmation of the members.

As carried by the Board of Directors on November 19, 2015, membership fees for 2016 be adjusted as in the chart in the AGM package. CARRIED.

As carried by the Board of Directors on November 19, 2015, yard and mooring fees for 2016 be adjusted as in the chart in the AGM package. CARRIED.

As carried by the Board of Directors on November 19, 2015, a fee discount for younger members be introduced for 2016 as in the chart in the AGM package. CARRIED

That the KYC Bylaw Article 1 be amended to read:

Article 1 (xvii) a. ii. To read "Participation in Club Races as a Crew Member, and in Social Events;" Article 1, add between 1 (xvii) b. VI and vii. "The right to enter any Club Race or Series; subject to the Club Sailboat Racing Policy." Renumber as needed. CARRIED

7) Election of Officers

At this time Commodore Wilson relinquished the chair to Chief returning officer Mary Wilson for the purpose of conducting the Election of the 2015/2016 Board of Directors

Commodore: Rosemary Wilson

Proposed by: Rick Sellens

Seconded by: Chris Walmsley

CARRIED:

Vice Commodore: Ross Cameron

Proposed: Ken Martin

Seconded: Bob Story

CARRIED:

Rear Commodore: Peter Cohrs

Proposed: Rick Sellens

Seconded: Ross Cameron

CARRIED:

Finance Director

Proposed: Rick Sellens

Seconded: Ross Cameron

CARRIED

With no further nominations, these members were declared Flag Officers by acclamation. Note: These nominees were presented one at a time.

In regards to the Director at Large positions:

Ron Hodges

Proposed: Chris Walmsley

Seconded: Rick Sellens

Marc Ellemers

Proposed: Chris Walmsley

Seconded: Rick Sellens

Ursula Thorley

Proposed: Chris Walmsley

Seconded: Rick Sellens

Rob Crothers

Proposed: Chris Walmsley

Seconded: Rick Sellens

Tom Hoppe

Proposed: Chris Walmsley
Seconded: Matt White

Ze Keeping

Proposed: Chris Walmsley
Seconded: Rick Sellens

Ken Martin

Proposed: Chris Walmsley
Seconded: Matt White

The names mentioned above were nominated, moved and carried for the seven Director at Large positions for the year 2016.

It was moved by Ralph Shaw and seconded by Wilma Cohrs to close nominations. CARRIED.

Chief Returning Officer Mary Wilson then thanked the ballot collectors and scrutineers and turned the meeting back over to Commodore Rosemary Wilson who congratulated and welcomed the 2016 KYC Board of Directors. Commodore Wilson thanked outgoing Board members for their hard work and support while on the Board.

It was moved by _____ and seconded by _____ to destroy the ballots. CARRIED.

8) Appointment of Auditors

It was moved by Bob Story and seconded by Jim Beatson that Wilkinson & Company LLP Chartered Accounts be named auditors for the KYC fiscal 2016 year. CARRIED.

9) Ratification

It was moved by John Lowther and seconded by John Vines that all Acts, Contracts, Proceedings and Payments of Moneys made by the Directors and recorded in the books of the Corporation, be, and hereby are, ratified and confirmed. CARRIED.

10) Other Business

Commodore Wilson asked Junior Past Commodore Chris Walmsley to introduce the LIFE MEMBER NOMINEES.

Tim Irwin
Gary Poupore
CARRIED

Junior Past Commodore Walmsley asked all Life Members to stand which they did receiving a warm ovation from the meeting.

Commodore Wilson encouraged everyone to register for the upcoming December events, details of which are posted in the clubhouse and on the website. The clubhouse will be closed from December 24th through the 30th for the Christmas holiday season and open for the Commodore's Levy Jan1st.

11) Adjournment

Rick Sellens moved to adjourn the meeting which the Commodore did at 2048hrs.

Notice of Motions
Annual General Meeting 2017

Notice of Motion #1: Proposed Membership Fees for 2017

Notice of Motion #2: Proposed 2017 Yard, Mooring and other Fees

Change to Bylaw Article 1, section xvii (e)

The Board has approved the following change to Article 1, section xvii (e). Add the sentence shown in bold face:

Additional Rights and Privileges as may be negotiated with the Board of Directors.

Such rights and privileges will be enshrined in a Memorandum of Understanding.

KYC 2017 3 Ton Crane Fees

AGM November 24, 2016

Background

In late 2015 the club's 3 Ton crane motor failed after many attempts to repair it. The old crane motor had been purchased many years ago before the club was conscious of recovering such expenditures. At the time of installation it was too late to bring in new fees in time for the last AGM. At this AGM members are being asked to approve crane fees for member usage. A usage fee for non-members has been in effect for many years and will continue.

Proposed Fee Levels

Usage	Fee
Single use fee	\$40
Seasonal pass	\$190

The proposed fees are based on the number of boats that normally launch and haul each year. In addition it is recognized that several boats launch and haul many times a year either to attend regattas or because they have a dry mooring at the club. A seasonal rate is offered to these members where the pass will pay for itself in under 5 uses.

The fees are based on paying for the motor, saving for its eventual replacement plus annual maintenance of the motor and the actual crane structure.

Example Fees at Other Locations

POH Manual Mast 1.5 Ton Crane	
2017	\$40.75

CYC	
Single Lift: Members	\$160
Single Lift: Non-Members	\$192
Unlimited (single boat): Members	\$416

KYC Winter Storage Fee Update

AGM November 24, 2016

Current Situation

Not all costs are known to boater until after launch or haul is complete. This makes it harder to “sell” the harbour as our competitors quote prices for launch, haul, and winter storage with per foot pricing with all costs known.

Administration and booking the appropriate charges is complicated, requires a lot of administration time and is very prone to errors.

KYC winter storage is significantly more expensive than POH whereas the crane costs are significantly lower than POH. Many smaller boats use the KYC crane service only for haul and launch and KYC attracts few boats for just storage.

New Winter Storage Fees

Description	Fee
Haul/ /Storage/Launch (combined)	44.07 per foot
Haul or Launch	9.27 per foot
Storage Only	26.45 per foot
Max Time Fee (haul 12 min/launch 8 min)	\$20.00 per minute

Advantages

Users know all costs in advance.

Haul/launch fees are raised allowing storage fees to be lowered. This means KYC gets fair value for crane only boats, a more competitive price for storage only, and all seamlessly to current winter storage boats. Overall this is revenue neutral for the club, although individual boat owners will likely see modest changes up or down.

Vastly simplifies tracking and bookkeeping with reduction in administration time and costly errors.

Improves marketability.

KYC vs. POH

POH Haul, Winter Storage, Launch per foot	
Winter storage	\$28.16
Crane haul or launch	\$11.29

KYC vs. POH Haul, Winter Storage, Launch	
30' boat saves	\$200
35' boat saves	\$336
30' haul/launch saves	\$60
25' storage-only saves	\$43

Notice of Motion #1 Proposed Membership Fees for 2017

KYC Membership fee structure	2016 Fees	Fees 2017	Percentage Increase	Capital Improvement Amount		Total Fees
Family Membership	\$ 1,044	\$ 1,075	3.0%	\$ 183	17%	\$ 1,258
Single	\$ 773	\$ 796	3.0%	\$ 135	17%	\$ 931
Associate	\$ 354	\$ 364	3.0%	\$ 36	10%	\$ 401
with Nominee	\$ 133	\$ 137	3.0%	\$ 14	10%	\$ 151
Non-resident	\$ 213	\$ 220	3.0%	\$ 22	10%	\$ 242
Junior	\$ 89	\$ 92	3.0%	\$ 9	10%	\$ 101
Temporary	\$ 152	\$ 156	3.0%	\$ 16	10%	\$ 172
Corporate	\$ 1,795	\$ 1,849	3.0%	\$ 314	17%	\$ 2,163

Category	Age / Fees						
	21-25		26-30		31-35		35+
	50%	CA	75%	CA	90%	CA	100%
Family	\$ 538	\$ 183	\$ 807	\$ 183	\$ 968	\$ 183	\$ 1,075
Single	\$ 398	\$ 135	\$ 597	\$ 135	\$ 716	\$ 135	\$ 796
Associate	\$ 182	\$ 36	\$ 273	\$ 36	\$ 328	\$ 36	\$ 364
Associate Nominee	\$ 68	\$ 14	\$ 103	\$ 14	\$ 123	\$ 14	\$ 137
	23-25		26-30				
Dependant Converted to Associate	\$100	\$36	\$150	\$36			

Notice of Motion # 2, Proposed 2017 Yard, Mooring, and Other Fees

	2016	Proposed 2017	
	Base	Base	% Increase
Wet Moorings			
Minimum	\$ 882	\$ 908	3.0%
Charge is LOA including bow sprits, swim platforms & davits			
Med Mooring per foot	\$ 51.49	\$ 53.03	3.0%
Finger Dock (minimum 30') / Side-on per foot		\$ 70.00	
Dry Moorings			
Dry Keel Mooring [2/3 of wet mooring] minimum	\$ 584	\$ 602	3.0%
Dry Dinghy Mooring	\$ 368	\$ 379	3.0%
Laser on dolly	\$ 243	\$ 251	3.0%
Monthly Laser QST students September & October only)	\$ 54	\$ 56	3.0%
Sailboard/Tender (storage on rack)	\$ 111	\$ 115	3.0%
Winter Storage			
Winter Storage haul / storage / launch per foot		\$ 44.07	3.0%
Haul or Launch per foot		\$ 9.27	3.0%
Winter Storage Only per foot		\$ 26.45	3.0%
Penalty per min: Haul (max 12 mins) / Launch (max 8 mins)		\$ 20.00	
Dinghy Winter Storage	\$ 187	\$ 193	3.0%
Mast Step/Unstep	\$ 78	\$ 80	3.0%
Mast Storage		\$ 93	3.0%
Mast Stepping and Hauling-minimum charge	\$ 77	\$ 79	3.0%
Cradle Storage-collapsible	\$ 124	\$ 127	3.0%
Cradle Storage-non-collapsible	\$ 245	\$ 253	3.0%
Other Charges			
Boat Shed	\$ 904	\$ 931	3.0%
Fixed Crane - non-member, per use	\$ 164	\$ 169	3.0%
Fixed Crane - member, per use		\$ 40.00	
Fixed Crane - season pass		\$ 190.00	
EMERGENCY-Yard storage/foot/day	\$ 4.92	\$ 5.07	3.0%
Non-member	\$ 146.64	\$ 151.04	3.0%
Visitor Mooring (max.3 days/season) per foot	\$ 1.81	\$ 1.86	3.0%
Electrical connection fee - Winter - 15 amp	\$ 64	\$ 66	3.0%
Electrical connection fee - Summer-15 amp	\$ 175	\$ 180	3.0%
Yard Steward Hourly Rate	\$ 94	\$ 96	3.0%
Associate Member Jemmett's Seasonal Wet Mooring Fee		\$ 200	



Kingston Yacht Club Annual General Meeting Finance Report

2016 Activity Summary

2016 was a year of returning toward financial health with several positive signs.

There was a net increase in Memberships which was the best in many years.

The Food and Beverage service was within 1.2% (\$7 thousand) of breakeven and is now a ½ million dollar operation! This cost centre will show a profit next year with the increasing number of booked events. This greatly advantages the Club not so much by greater revenue but by offering Members a wonderful restaurant service which increases Club activity and goes a long way in attracting new Members.

2016 Financial Results

2016 was a general improvement on 2015 and the Club met its budget. Note that the budget was a loss \$74k. As this is equal to the amortization expenses (non-cash expenses) the budget was intended to be a breakeven cash flow budget. The Club was cash positive by \$5.5k vs. cash negative of -\$25.6k in 2015. This is not an optimum situation as it yields no funds for future projects and illustrates that the Club needs to improve its net revenue by reducing expenses where it can but more probably by increasing revenue through attracting more Members.

While budget was met there were areas that did not and are areas of concern. The Sailing School's contribution to the Club was significantly down for reasons discussed elsewhere in these reports. Administration costs were higher than budget due to one-off Human Resources issues and credit card fees. Our

management is actively working on a replacement payment mechanism that will greatly reduce the Club's card fees and save the Club many thousands of dollars a year.

Progress on Objectives for 2016

1. Improve detail and functions associated with financial reporting
Greater detail and frequency of reporting led to better management of the Club's budget.
2. Increase revenues while maintaining/decreasing expenses as a percentage of revenue
Total Club Revenues increased by almost 9%, through a net increase in Memberships, Regattas and especially Food/Bar Service (up 31%). Better control of expenses was achieved in Administration which was essentially unchanged from 2015 except for a 1-time HR-related expense, and better control of both labour and cost of food and drink in the Food/Bar Service.
3. Build the Club reserves to the extent that large projects can be funded and appropriate maintenance can be performed
The Club was able to achieve a cash flow breakeven position but was unable to increase Club reserves.
4. Reduce the Member Accounts Receivable list with no Member more than 65 days past due
Member accounts over 65 days past due this year were \$9,000 vs. \$26,000 in 2015. However, of the current amount almost 50% is in the over 90 day past due. The Board is now posting names of Members over 65 days past due unless there are exceptional circumstances.

Objectives for 2017

1. Quarterly Financial Summary report to Members
2. Generate Cash of \$50,000
3. Administrative Costs not to grow more than 3%
4. Decrease Membership Past Due Receivables and reduce time and administrative effort to collect
5. Reduce bank fees by 30%

Long Range Planning

Continue work on 15 year planning projections.

Summary and Acknowledgements/Accolades

I have appreciated the opportunity to serve the Club as Director of Finance for the past four years. While experiencing several setbacks we have also accomplished many positive tasks including:

- Rationalized pricing changes that reduce administration time and make the Club more marketable
- Creation and use of cost centres which have improved management's insight and ability to manage revenue and expenses in their proper allocation on a timely basis
- The Member Accounts Receivable list four years ago was a major deficiency noted by the Club's auditors. We have put in place procedures and actions which have vastly reduced this list and the auditors have noted the improvement.

I have been fortunate to have a solid, knowledgeable Finance Committee comprised of Ron Hodges, Peter Dalton, Michael Hull, Roger Ware, Stephen Hiscock, Greg McNab, and John Whelan to whom I say a big "thank you" for their advice and assistance.

Respectfully submitted,

Bob Story

Director of Finance

**KINGSTON YACHT CLUB
FINANCIAL STATEMENTS
AS AT SEPTEMBER 30, 2016**

**KINGSTON YACHT CLUB
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AS AT SEPTEMBER 30, 2016**

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INDEPENDENT AUDITORS' REPORT

To the Members of
Kingston Yacht Club

Report on the Financial Statements

We have audited the accompanying financial statements of Kingston Yacht Club, which comprise the statement of financial position as at September 30, 2016 and the statements of changes in net assets, operations, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion



In our opinion, the financial statements present fairly, in all material respects, the financial position of Kingston Yacht Club as at September 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KINGSTON, Canada
November 16, 2016

Wilkinson & Company LLP

Chartered Accountants
Licensed Public Accountants

KINGSTON YACHT CLUB
STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2016

	Operating Fund \$	Capital Asset Fund \$	Total 2016 \$	2015 \$
ASSETS				
CURRENT				
Cash	12,466		12,466	40,312
Short-term investments - Note 3	52,078		52,078	73,160
Accounts receivable	84,283		84,283	116,574
Inventories	32,774		32,774	30,038
Prepaid expenses	31,662		31,662	31,078
	213,263		213,263	291,162
TANGIBLE CAPITAL ASSETS -				
Note 4		853,164	853,164	862,055
	213,263	853,164	1,066,427	1,153,217
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities	84,793		84,793	74,828
Deferred revenue - Note 5	7,296		7,296	14,887
Government remittances payable	22,279		22,279	13,687
Current portion of long-term debt		19,263	19,263	19,263
	114,368	19,263	133,631	122,665
LONG-TERM DEBT - Note 6		94,710	94,710	113,973
	114,368	113,973	228,341	236,638
NET ASSETS				
NET ASSETS - Internally restricted - Note 8				73,160
NET ASSETS - Unrestricted	98,895	739,191	838,086	843,419
	98,895	739,191	838,086	916,579
APPROVED ON BEHALF OF THE BOARD				
				
	Director			
				
	Director			
	213,263	853,164	1,066,427	1,153,217

The accompanying notes form an integral part of these financial statements

**KINGSTON YACHT CLUB
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

	Operating Fund	Capital Asset Fund	Internally Restricted Funds	Total 2016	Total 2015
	\$	\$	\$	\$	\$
NET ASSETS - BEGINNING OF YEAR	114,600	728,819	73,160	916,579	1,028,570
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR YEAR	(24,284)	(54,209)		(78,493)	(111,991)
INTERFUND TRANSFERS - Note 9					
- OPERATING FUND TO CAPITAL ASSET FUND	(64,581)	64,581			
- INTERNALLY RESTRICTED FUND TO OPERATING FUND	73,160		(73,160)		
NET ASSETS - END OF YEAR	98,895	739,191	NIL	838,086	916,579

The accompanying notes form an integral part of these financial statements

KINGSTON YACHT CLUB
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED SEPTEMBER 30, 2016

	Operating Fund 2016 \$	Operating Fund 2015 \$	Capital Asset Fund 2016 \$	Capital Asset Fund 2015 \$	Total 2016 \$	Total 2015 \$
REVENUE						
Bar	253,112	191,401			253,112	191,401
Dining room	309,934	238,551			309,934	238,551
Gas dock	89,914	95,438			89,914	95,438
Learn to sail - Note 11	218,723	270,458			218,723	270,458
Learn to sail - Ontario Trillium grant	26,663	38,156			26,663	38,156
Marine yard and harbour	181,951	177,248			181,951	177,248
Membership	223,046	205,699	34,009	30,540	257,055	236,239
Regatta fees	36,177	7,912			36,177	7,912
Sundry	17,632	22,559			17,632	22,559
	1,357,152	1,247,422	34,009	30,540	1,391,161	1,277,962
DIRECT EXPENDITURES - Schedule						
Bar	239,376	208,065			239,376	208,065
Dining room	330,696	284,924			330,696	284,924
Entertainment	10,600	9,309			10,600	9,309
Gas dock	91,291	112,407			91,291	112,407
House	86,156	84,065	15,657	14,973	101,813	99,038
Learn to sail	192,133	227,533	28,883	27,558	221,016	255,091
Loan interest			4,264	5,068	4,264	5,068
Marine yard and harbour	78,937	73,525	35,324	39,354	114,261	112,879
Membership	6,012	4,995			6,012	4,995
Property	47,175	56,784			47,175	56,784
Regatta	26,136	4,707			26,136	4,707
Sailing	10,718	11,574			10,718	11,574
	1,119,230	1,077,888	84,128	86,953	1,203,358	1,164,841
ADMINISTRATIVE EXPENDITURES - Schedule	237,922	169,534	(50,119)	(56,413)	187,803	113,121
	259,629	245,983			259,629	245,983
EXCESS OF REVENUE OVER EXPENDITURES						
(EXPENDITURES OVER REVENUE) BEFORE UNDERNOTED	(21,707)	(76,449)	(50,119)	(56,413)	(71,826)	(132,862)
CAPITAL ASSET FUND REVENUE - revenue from Ontario						
Trillium Foundation for purchase of tangible capital assets				23,300		23,300
RENTAL PROPERTY - net of expenditures excluding amortization	(2,995)	404			(2,995)	404
RENTAL PROPERTY - amortization of tangible capital assets			(4,090)	(4,432)	(4,090)	(4,432)
INVESTMENT INCOME	418	1,599			418	1,599
EXCESS OF REVENUE OVER EXPENDITURES						
(EXPENDITURES OVER REVENUE) FOR YEAR	(24,284)	(74,446)	(54,209)	(37,545)	(78,493)	(111,991)

The accompanying notes form an integral part of these financial statements

**KINGSTON YACHT CLUB
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

	2016 \$	2015 \$
OPERATING ACTIVITIES		
Excess of (expenditures over revenue) for year	(78,493)	(111,991)
Adjustment for items which do not affect cash - Amortization of tangible capital assets	83,954	86,317
	5,461	(25,674)
Net change in non-cash working capital balances related to operations - Note 10	39,937	(20,651)
CASH FLOWS PROVIDED FROM (USED IN) OPERATING ACTIVITIES	45,398	(46,325)
INVESTING ACTIVITIES		
(Increase) decrease in short-term investments	21,082	227,373
Purchase of tangible capital assets	(75,063)	(107,475)
CASH FLOWS PROVIDED FROM (USED IN) INVESTING ACTIVITIES	(53,981)	119,898
FINANCING ACTIVITIES		
Payments on long-term debt obligations	(19,263)	(19,263)
CASH FLOWS USED IN FINANCING ACTIVITIES	(19,263)	(19,263)
INCREASE (DECREASE) IN CASH AND EQUIVALENTS FOR YEAR	(27,846)	54,310
CASH AND EQUIVALENTS (INDEBTEDNESS) - BEGINNING OF YEAR	40,312	(13,998)
CASH AND EQUIVALENTS - END OF YEAR	12,466	40,312
REPRESENTED BY:		
Cash	12,466	40,312

The accompanying notes form an integral part of these financial statements

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

1. PURPOSE OF THE ORGANIZATION AND INCORPORATION

The club was incorporated in 1916 under the laws of Ontario as a corporation without share capital. The objects of the corporation are to encourage the building and sailing of yachts, skiffs, canoes, motor boating, rowing, canoeing and all aquatic and other sports among amateurs.

2. SIGNIFICANT ACCOUNTING POLICIES

Outlined below are those accounting policies adopted by the corporation considered to be particularly significant:

(a) Basis of accounting

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

(b) Accounting Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant items subject to such estimates and assumptions include valuation of accounts receivable, prepaid expenses and accounts payable and accrued liabilities. Actual results could differ from those estimates.

(c) Fund Accounting

The accompanying financial statements include the activities of the corporation for which the Board of Directors is legally accountable. In order to properly reflect its activities, the corporation maintains its accounts in accordance with the principles of "fund accounting" in order that limitations and restrictions placed on the use of available resources are observed. Under fund accounting, resources for various purposes are classified for accounting and reporting purposes into funds in accordance with activities or objectives specified.

The Operating Fund accounts for the cost of operations of providing services to members financed by membership fees, sales and service revenue and other general income.

The Capital Asset Fund accounts for the revenue and expenditures, including interest on long term debt and amortization related to the tangible capital assets of the corporation.

The Internally Restricted Funds consists of the operating reserve fund and the major equipment replacement fund. The operating reserve fund accounts for funds set aside by the Board of Directors for unforeseen emergency situations and expenses that can not be met from cash flow from daily operations. The major equipment replacement fund accounts for funds set aside by the Board of Directors for major equipment replacement, repairs and renovations of a capital nature.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

(d) Short term Investments

Investments are initially recorded at their acquisition cost. At the year-end date, the investments are adjusted to amortized cost, and the corresponding income is recorded in the statement of operations.

(e) Inventories

Inventories are valued at the lower of cost and market, with cost being determined substantially on a first-in, first-out basis. Market is defined as current replacement cost.

(f) Tangible capital assets and Amortization

Tangible capital assets are stated at acquisition cost. Prior to 1999, tangible capital assets were charged as operating expenses in the statement of operations. The original costs are not disclosed as the major items were acquired prior to the club being incorporated and the necessary financial information is not reasonably determinable. Commencing in 1999, tangible capital assets are capitalized and amortized over their useful life. Gains or losses on disposal of individual assets are recognized in income in the year of disposal. Amortization is provided on the bases and at the rates set out below:

Asset	Basis	Rate
Building - clubhouse	Declining balance	5%
Building - Saints Rest	Declining balance	5%
Junior Sailing - boathouse	Declining balance	10%
Boats and motors	Declining balance	20%
Equipment - club	Declining balance	20%, 55%
Equipment - Saints Rest	Declining balance	20%
Equipment - harbour	Declining balance	20%
Equipment - Jemmett's Landing	Declining balance	20%
Equipment - junior sailing	Declining balance	20%
Harbour - main dock replacement	Declining balance	10%
Harbour - boat sheds	Declining balance	10%
Vehicle	Declining balance	30%
Strategic planning initiatives	Straight-line	(rate to be determined once project is complete)

(g) Financial Instruments

The corporation's financial instruments consist of cash, accounts receivable, investments and accounts payable. The fair values of these financial instruments approximate their carrying values, unless otherwise noted.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

(h) Contributed Services

Volunteers contributed a significant number of hours per year to assist the corporation in carrying out its activities. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

(i) Revenue Recognition

Revenue from the sale of merchandise and services is recognized at the time goods are shipped or services are supplied to customers. Provision is made for expected returns and collection losses based on the corporation's past experience.

(j) Income Taxes

The corporation is a not-for-profit corporation and as such is exempt from income taxes. The corporation does pay tax on investment and property income in excess of \$2,000 determined on a calendar year basis.

(k) Cash and Equivalents

Cash and equivalents consist of cash on deposit.

3. SHORT-TERM INVESTMENTS

The short-term investments consist of the following:

	2016	2015
	\$	\$
Cash balance in investment account		1,660
0.70% Bank of Montreal GIC maturing September 2016		50,000
0.70% Bank of Montreal GIC maturing September 2016		21,500
0.75% Bank of Montreal Rate Riser GIC maturing May 2019	52,078	
	52,078	73,160

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

4. TANGIBLE CAPITAL ASSETS

	2016		2015	
	Cost	Accumulated amortization	Cost	Accumulated amortization
	\$	\$	\$	\$
Breakwater - property	222,269		222,269	
Building - clubhouse	44,290	3,561	40,683	1,512
Building - Saints Rest	158,458	87,331	158,458	83,589
Junior Sailing - boathouse	24,965	15,496	24,965	14,443
Boats and motors	446,089	317,674	414,035	289,575
Equipment - club	158,402	108,503	158,402	94,895
Equipment - Saints Rest	6,768	5,373	6,768	5,025
Equipment - harbour	239,822	172,023	239,822	163,978
Equipment - Jemmett's Landing	49,469	20,975	49,469	4,947
Equipment - junior sailing	19,297	13,366	19,297	11,882
Harbour - main dock replacement	162,540	87,176	133,732	80,403
Harbour - boat sheds	53,139	31,132	53,139	28,687
Vehicle	19,215	18,558	19,215	18,278
Strategic planning initiatives	129,609		119,015	
	1,734,332	881,168	1,659,269	797,214
Cost less accumulated amortization	853,164		\$ 862,055	

In 2012 the corporation executed a mortgage with the Bank of Montreal, registered against the property located at 1, 7 and 13 Maitland Street, Kingston, Ontario. The details of the mortgage are outlined in note 6 to these financial statements.

During the year, the corporation purchased tangible capital assets for cash consideration of \$75,063.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

5. DEFERRED REVENUE

Deferred revenue arises from funds received but not yet expended. Deferred revenues received and expended during the year are as follows:

	2016	2015
	\$	\$
Balance, beginning of year	14,887	23,689
Amounts received during the year	19,072	18,174
Recognized as revenue during the year	(26,663)	(26,976)
<hr/>		
Balance, end of year	7,296	14,887

During the course of the year Kingston Yacht Club received a grant from Ontario Trillium Fund. The portion of the grant relating to operating costs is deferred and recognized in revenue as costs are incurred. At September 30, 2016, no portion of the Trillium grant remains deferred.

6. LONG-TERM DEBT

(a) The long-term debt consists of the following:

	2016	2015
	\$	\$
Mortgage payable, bearing interest at the bank's prime lending rate plus 0.75%, repayable in monthly payments of \$1,605 plus interest, secured by real property of the corporation.	113,973	133,236
Less principal payments due within one year that are included in current liabilities.	(19,263)	(19,263)
<hr/>		
	94,710	113,973

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

6. LONG-TERM DEBT (Cont'd)

(b) The requirements for future repayment of long-term debt over the next five years are as follows:

	\$
2017	19,263
2018	19,263
2019	19,263
2020	19,263
2021	19,263
Thereafter	17,658
	113,973

(c) Terms and conditions of the mortgage payable

In 2012 an amount of \$192,630 was advanced by the Bank of Montreal against a mortgage arrangement. The mortgage payable is supported by a first mortgage to support mortgage advances to a maximum of \$2,200,000, registered on 1, 7 and 13 Maitland Street, Kingston, Ontario. The interest rate on the mortgage advance is the Bank of Montreal's prime lending rate, plus 0.75% per annum.

7. LINE OF CREDIT

The line of credit arrangement has a maximum borrowings allowed of \$60,000. The note bears interest at 0.75% over the bank's base rate of interest, payable monthly. The balance at year end of the line of credit was \$NIL.

8. INTERNALLY RESTRICTED FUNDS

During the year the Board of Directors authorized the transfer of the balance in the internally restricted funds amounting to \$73,160, to the general fund, as outlined in note 9.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

9. INTERFUND TRANSFERS

The contribution to the capital asset fund from the operating fund - unrestricted net assets for the year is as follows:

	2016	2015
	\$	\$
Purchase of tangible capital assets	75,063	107,475
Less funded from Ontario Trillium grant for purchase of tangible capital assets		(23,300)
Less capital improvement fee funded by members	(34,009)	(30,540)
Less tangible capital assets funded by major equipment replacement fund		(32,840)
Principal repayment on long-term debt related to tangible capital assets	19,263	19,263
Interest on long-term debt	4,264	5,068
	64,581	45,126

During the year, the Board of Directors approved a transfer of \$73,160 from the internally restricted fund to the operating fund to cover the contributions by the operating fund to the capital asset fund and for other operating expenses during the year.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

10. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES RELATED TO OPERATIONS

Cash provided from (used in) non-cash working capital is compiled as follows:

	2016	2015
	\$	\$
(INCREASE) DECREASE IN CURRENT ASSETS		
Accounts receivable	32,291	(44,780)
Inventories	(2,736)	1,781
Prepaid expenses	(584)	(186)
	28,971	(43,185)
INCREASE (DECREASE) IN CURRENT LIABILITIES		
Accounts payable and accrued liabilities	9,965	27,689
Deferred revenue	(7,591)	(8,802)
Government remittances payable	8,592	3,647
	10,966	22,534
NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES RELATED TO OPERATIONS	39,937	(20,651)

11. WAGE SUBSIDY

Included in the revenue account totals are wage subsidies received by the Kingston Yacht Club. The contribution of wage subsidies for the year is as follows:

	2016	2015
	\$	\$
KEYS		6,720
HRDC		6,160
	NIL	12,880

KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016

12. FINANCIAL INSTRUMENTS

The corporation monitors, evaluates, and manages the principle risks assumed with financial instruments. The risks that arise from transacting financial instruments are as follows:

(a) Market Risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: interest rate risk, currency risk, and equity risk (not applicable to the corporation).

(i) Interest Rate Risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The corporation has financial assets subject to fixed interest rates as noted in Note 3 and financial liabilities subject to variable interest rates, as noted in Notes 6 and 7 and, accordingly, is subject to this risk.

(ii) Currency Risk:

Currency risk relates to the corporation operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange levels when adverse changes in foreign currency exchange rates occur.

The corporation does transact in a limited number and value of foreign currencies, and, accordingly, is subject to this risk.

(b) Liquidity Risk:

Liquidity risk is the risk that the corporation will not be able to meet all cash outflow obligations as they come due.

The corporation's exposure to liquidity risk is dependent on the receipt of funds from its operations.

(c) Credit Risk:

Credit risk is the risk of financial loss to the corporation if a debtor fails to make payments of interest and principal when due.

The corporation is exposed to credit risk in the event of non-performance by members in connection with its accounts receivable. However, the corporation does not have a significant exposure to any individual member.

There have been no significant changes from the previous period in the exposure to risk or policies, procedures and methods used to measure the risk.

**KINGSTON YACHT CLUB
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

13. CAPITAL DISCLOSURE

The corporation's objectives with respect to capital management are to maintain a minimum capital base that allows the corporation to continue with and execute its overall purpose as outlined in the fund balances accounting policy in Note 2. The corporation's Board of Directors performs periodic reviews of the corporation's capital needs to ensure they remain consistent with the risk tolerance that is acceptable to the corporation.

**KINGSTON YACHT CLUB
SCHEDULE OF DIRECT EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

	2016	2015
	\$	\$
Cost of goods sold	287,657	268,085
Salaries, wages and employee benefits	560,445	541,895
Amortization of tangible capital assets	79,864	81,885
Loan interest	4,264	5,068
Insurance	19,502	20,410
Property tax	30,256	27,583
Utilities	26,398	26,861
Rentals	16,141	9,670
Maintenance	110,431	134,055
Member services	40,879	31,378
Regatta	26,136	4,707
Other	1,385	13,244
	1,203,358	1,164,841

**KINGSTON YACHT CLUB
SCHEDULE OF ADMINISTRATIVE EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

	2016	2015
	\$	\$
Payroll service fees and accounting	2,728	10,511
Insurance	1,607	776
Office	66,685	60,444
Professional fees	14,346	12,950
Salaries, wages and employee benefits	157,307	144,819
Telephone and internet	16,956	16,483
	259,629	245,983



Kingston Yacht Club
Able Sail Kingston Report
Annual General Meeting 2016

Able Sail Kingston has had a banner year! With the integration of Zest, the Sonar donated by Ron Watts, we have increased our participant numbers six-fold, with more than 40 regular sailors during the 2016 season.

Many of our new sailors have joined as a result of partnerships we have cultivated with local community service organizations such as Community Living, Ongwanada, Pathways to Independence, and the Seniors Centre. These partners have organized groups of sailors who have come to KYC on a weekly basis. Most would not be able to sail in the single-handed Martin 16s or 2.4 Metre boats, but they have a wonderful time in the Sonar.

Our team was led by two remarkable instructors, Ira Carson as Head Instructor and Arielle Morgan as Instructor. These individuals are not only great sailors, but they possess the educational skills to help them work with a diverse set of sailors. In addition, we have had a team of wonderful assistants, Amey Banavali and Thomas Bulenga, both international graduate students at Queen's, whose work was possible through a Work Study Grant administered by Queen's. We also had a large group of volunteer students and recent graduates from the Occupational Therapy program at Queen's, who were able to obtain practical experience while providing a big help to the instructors. Huge thanks are also due to all our KYC member volunteers and our tireless Able Sail Board members.

The Board members currently are: Audrey Kobayashi (President), David Grightmire (Vice President), John Curtis (Secretary), Ryan Moore (Treasurer) Gord Crothers (Board Member), Colin Duncan (Board Member), Marc Ellemers (Board Member and KYC liaison).

We are grateful to many, many donors, but especially DC Marine, the Queen's Sailing Team, and the Kingston and Area Community Foundation, whose support has allowed

us to keep going. Our annual winter fundraising event receives donations from individuals and businesses all over Kingston. Without this fundraiser, we would not be able to meet our annual costs.

This year's fundraiser will be held some time in February 2017 (date will be announced soon) and we have a very special event planned: Meet the Olympians. Danielle Boyd, our own KYC Olympian, will speak about her experience in Rio, and members of the Canadian Sonar Team, which brought home the Bronze, will be here as well. Paul Tingley, the Sonar Skipper, is the only Canadian ever to have won a gold medal, and he also holds the national record for number of medals: bronze at Sydney, gold at Beijing, and bronze at Rio. As usual, the program will include desserts and a big silent auction.

All the Able Sail boats are available for use in the KYC Community program, based on availability, for sailors who have passed the KYC standard for sailing skill. We would especially like to encourage greater use of our two 2.4 Metre boats. These are very technical single-handed sloops that require a fairly high level of sailing skill, and they are super fun. Next summer, contact Able Sail and take one for spin. And if you know someone who loves to sail but is not quite as mobile as in past years, please encourage them to try the Sonar.

We are pleased to have able to ink a memorandum of understanding between ASK and KYC, which contains a formal statement of our corporate membership.

Able Sail and Kingston Yacht Club are honoured to have been nominated for a City of Kingston Accessibility Award for their joint efforts to create a welcoming and accessible environment for persons with disabilities. The final results will be announced later this year.

We are looking for more volunteers to donate some time and experience for next season. That might include working on repairs or sailing as a companion! To find out more how you can help please contact Audrey Kobayashi (613 533 3035) or email: ASK@kingstonyachtclub.com.

With many thanks to the KYC Board, staff, and members for supporting this remarkable program for another year,

Respectfully submitted,

Audrey Kobayashi

President, Able Sail Kingston



Kingston Yacht Club
Annual General Meeting Report
Adult Learn to Sail and Community Club

2016 Activity Summary

In 2016 we introduced a paid instructor stream to the ALTS program. This was done to generate revenue for the program in compliance with Transport Canada standards while maintaining the popular volunteer-stream. Twenty-three members (Including 10 new members) participated in the volunteer program and 8 individuals participated in the paid stream

The community club was very popular in 2016. Over 40 members went through orientation to gain access to the boats.

2016 Portfolio Specifics

The committee met 3 times (February 2, March 16, August 10). Minutes are available.

The main activities this year were:

- 1) Review of ALTS program. A split-stream (paid and volunteer) program was introduced this year to ensure the club is compliant with the Recreational Boating School Standards (RBS) issued by Transport Canada in 2015.
- 2) Review and revision of Community Club manual and use guidelines.

2016 Financial Results or Portfolio Budget

The ALTS/Community Club program posted a net loss of \$1270 versus a budgeted loss of \$11 168. The introduction of paid classes under the RBS has helped

generate revenue vs 2015. It is hoped that the paid stream of ALTS program will cover all costs associated with the club keelboat fleet as we move forward.

Objectives for 2017

1. Develop long-term budget for the KYC Keelboat Fleet.
2. Continue to provide high-quality sailing instruction.

Long Range Planning

The committee continues to work to keep the club's ALTS program compliant with the RBS. This has not been without challenges, in particular with how the program is structured and how fees and access are managed. The split-stream program will need to continue to be reviewed with management and the committee in the near to mid-term to ensure that it is meeting the purpose and intent of the ALTS program.

Summary and Acknowledgements/Accolades

Thank you to the committee members, all ALTS instructors, and to those community club members who volunteer with boat monitoring and upkeep.

Respectfully submitted,

Ursula Thorley



Kingston Yacht Club Annual General Meeting Report Cruising Fleet

2016 Activity Summary

The KYC Cruising Fleet enjoyed a busy, full season. Beginning with our Annual Awards Dinner in early March, to our final event during Thanksgiving Weekend,

there were 11 scheduled events, each organized by a volunteer member. Events were from a single day in duration, to a week long, with most occurring from late June until early September. Highlights included: a Gananoque Playhouse performance, a classic string quartet summer concert, a cottage visit on Amherst Island, the Kingston Power and Sail Squadron Annual Picnic, and a long range cruise around Prince Edward County, including the Waupoos Rendezvous. We also had two RV's at Jemmett's Landing, again enjoyed the Picton Jazz Festival (with some wine tasting added in) and our inaugural rental of Binnacle Island.

Most events were well supported, with attendance numbers occasionally affected by inclement weather. As much as possible, Cruising Events are organized so that any interested KYC members may attend by road or by water - and were advertised accordingly through the Knotmeter, Cruising Fleet mass e-mail and physically posted on the Bulletin Board in the Sunshine Room.

Participants numbered from 10-12 persons (4-5 boats) for the smaller events. Our more popular cruises were enjoyed by some 18-20 individuals (and 8-9 boats). The two best attended events were Binnacle Island and Waupoos with almost 30 members (and 11-12 boats) at each event.

Some of our challenges include bringing in new participants to our events, especially Associate members of KYC, who often do not own or have access to a boat, and how to continue to generate new energy and enthusiasm within the Cruising Fleet as the

majority of active members age. Volunteer fatigue continues to raise its head, especially with so many competing demands for those motivated members who do wish to help.

Finally, concern has been often raised with respect to the deteriorating condition of the Club Property the past few seasons, and in a period of continued fiscal challenge, maintaining, let alone upgrading this jewel of Jemmett's Landing for all members to enjoy.

2016 Portfolio Specifics

The KYC Cruising Fleet was led this past year by Fleet Co-Captains May Corcoran and Peter Fedora. Based on feedback given by the Cruising Fleet at the November 2015 AGM and Annual Dinner of March 2016, a published schedule of events was created and posted on a much-enhanced Cruisers Tab on the KYC web-site, posted at the Club, and e-mailed to all interested members via a completely revised and edited mass e-mail list. Feedback was always welcomed and encouraged. As in past years, each event had a volunteer organizer who was responsible to create, advertise and administer a given event. We also created a second tab on the KYC Web-site for Cruising Fleet Resources, to include any / all relevant information for our fellow members regarding our administration, planning and supporting documentation for Cruisers.

The Cruising Fleet Co-Captains spoke regularly with each other to agree on task allocation and planning issues, and to get the word to our Fleet about each upcoming event as early as possible. E-mail follow-up happened frequently.

We also re-established links with the Sailing Committee, led by Board Member Ken Martin. With his gracious support, the Cruising Fleet is invited to each meeting and is a standing agenda item.

KYC is also a member of LOCCA - Lake Ontario Club Cruising Association, which has the goal of maintaining and facilitating club cruising around Lake Ontario, and preventing the deterioration of reciprocal privileges.

2016 Portfolio Budget and Expenditures

The 2016 Cruising Budget was submitted last November 2015, requesting a total of \$2400.00 Our final budget allocation was a total of \$1500.00

Expenses were as follows:

1. New Cruising Fleet Burgees	420.38
-------------------------------	--------

(5 total @\$14.00 each, less taxes and shipping)

2. Meals for Annual Dinner Guest Speaker and Guest 77.98

(not including any alcohol)

3. Rental of Binnacle Island for one week 667.24

(\$500 US at 1.33 loss on exchange)

4. Cruisers TGIF appetizers via KYC kitchen 200.00

(18 March 2016)

Total expenditures: 1365.60

Objectives for 2017

We aim to grow the size and participation in events of the KYC Cruising Fleet, therefore contributing to the vitality and quality of the membership experience. Part of that aim can be accomplished by bringing in new members to our activities, and continuing to extend an open invitation to our Associate members.

Interest has been expressed in joining with another Club for a combined Cruising Fleet Event. Renewing and refreshing the annual favourites with new ideas and creative energy is considered vital. Continued liaison with the Sailing Director and Sailing Committee is especially important in light of ongoing fiscal challenges, a heavy ongoing volunteer commitment and volunteer fatigue.

Long Range Planning

There remain many competing demands to any successful KYC programming. Close cooperation with the Sailing Committee with respect to major regattas, usage of the harbour, availability of volunteers and financial resources is essential.

Summary and Acknowledgements

It is our sincere hope that you have enjoyed at least one of our numerous Cruising Events of the 2016 Season. We encourage all KYC members to join our group, and to participate in our events. Boat ownership is not required! Many of our events are accessible by road, and should a wish a ride, you will be made welcome.

Our many successful Cruising events only occurred because of our wonderful, motivated volunteers, who freely gave of their time and energy in contributing to our

Club. We extend our most sincere thanks to: Paul Young, Brenda Charette, Robert and Judith Mackenzie, Marion Westenburg, John Kitney and Rosemary Wilson.

Respectfully Submitted by

Peter Fedora and May Corcoran

2016 Cruising Fleet Co-Captains



Kingston Yacht Club
Corinthian Fund Report
Annual General Meeting 2016

This year KYC athletes had some great successes and we were pleased to be able to help financially so they could attend major regattas, which helped them meet their sailing goals.

In 2016, Danielle Boyd was chosen to represent Canada and KYC at the Olympics in Rio, sailing her 49er. Pat Wilson and Arie Moffatt won the Canadian Youth Championship in the 420 class for the third year in a row, and will represent Canada and KYC at the World Youth Championship in New Zealand this December. In the Laser class, Ross Murdoch, Brendan Aulhouse, and Hugh Macrae participated in various regattas, including Canadian, US National, North American, and World Championships. Young James Fair competed in his Opti this summer and he went to the Canadian Championship, representing KYC at Ashbridges Bay.

As this demonstrates KYC athletes are performing well at all levels, from Opti Canadians to the Olympics. We should be proud of our sailing programs and remember the great results of all existing and graduated sailors.

Thank you to all of the instructors over the past many generations.

As of September 2016, the Corinthian portfolio stands at \$155,377.00. Our guidelines are to distribute the annual interest and to seek voluntary donations annually.

We would like to thank the KYC membership for their contributed support allowing us to "Pay it Forward" for generations to come.

Respectfully submitted,

Corinthian Fund Committee Members

Gord Crothers
Ross Cameron
John Curtis
Harry Jemmett

Don Ruddy
Peter Candlish



Kingston Yacht Club
General Manager's Report
Annual General Meeting 2016

2016 Activity Summary

In last year's report I endeavored to provide an overview of the Clubs activities. I strived to focus on success stories as well as where we fell short. This included certain explanations to specific rationale behind several choices, as well as clarifying a few alternative decisions and informing the membership where I believe we are headed.

Although much groundwork still has to be done, I truly believe during the past several years, we have made great strides in all areas of our Club. While I have had boundless support from the Board, and many members, we still had to justify certain Club operational choices (specifically our Food and Beverage program) this past year. Later in the report I will include a summary of our operating centers; what was done differently this past year (both positive and negative) and by what means do they connect with our future strategic goals.

Before I "dive" into this year's report, I would like to quickly review a bit about last season:

- I Began in December 2014, and witnessed a very sub-par food and beverage operation
- Decided to "share" an office on the main floor (instead of the previous General Manager's third floor office).
- Hired a qualified Chef in March (2015)
- Reviewed staffing and made appropriate changes
- Converted a Saint's Rest unit into an administrative office
- Began (re)building both a kitchen and serving team
- Reviewed restaurant deficiencies (operational and mechanical) and made changes (monetary/operationally/staffing), where I was able.
- Focused much of my attention on Marketing Material for the Club as well as attempting to understand the Clubs marketing challenges and strengths.
- Membership category costs increased (which partly resulted in a loss of 81 members, we however welcomed 61 new members to KYC).

- Food and Beverage Revenue increased (as did the cost centers).

I will not get into the specifics of last season's revenues, or percentages (positive/negative). For a full review of my previous report please refer to last year's AGM package.

So, let us move on to our trials and tribulations of this past year (October 1st, 2015 – September 30th, 2016). In December we went through an administrative "office shuffle" with the departure of our CLub Services Coordinator. Although the Club had an individual who was able to assist on a part-time basis while I sourced for a replacement, it was quite obvious due to our growing revenue cost centers as well as the increased day to day activity, it was vital to employ an individual who could start in almost a "full sprint." We were lucky enough to hire John Whelan. He has done an incredible job since day one, working tirelessly well into many late evenings as well as throughout weekends reviewing policies and vastly improving our financial processes.

During last year's report, I referred to our Food & Beverage operations being less than ideal, and in many areas to the point of being broken. The department was reviewed, and necessary changes were implemented. John was tasked with doing this within our financial department, and I am exceptionally happy with what John has been able to accomplish in just the short time.

Our overall administrative expenses are 6% higher than last year (13% higher than budget). One main reason is due to our bank charges (which are largely represented by our credit card charges). It accounted for an additional \$12,000 higher than budget or a 34% increase (approximately 13% higher than last year). Our increased activity within the Club is the main cause for these charges. With the assistance of John, we have worked this season to begin to restructure how to better handle (and reduce) these costs for next season (as noted the Finance report). You will receive more communication in the months to come as to these new implementations.

I am happy to report our overall staff administrative expenses (wages, benefits, bookkeeping etc) have been reduced compared to last year by \$10,000 or 18%. Our goal for this upcoming season is to continue the same trend as 2015.

Our next big worry within the Administrative umbrella is to review the IT needs of the Club. A committee has been assembled to confront these topics of concern. It is unfortunate we have not been able to maintain a proper cycle of upkeep and with the assistance of John and the committee, hopefully we will be able to mend this important component of the Club. Overall, I am looking forward to how these new processes will unfold this season, ultimately enhancing our financial recording.

With the infused revenue of the Trillium Grant during the past 2 years, we have realized monies which assisted the Junior Sailing program by purchasing much needed boats, and equipment. During this period, we have also experienced a growth in programming (which included an expanded Race and High performance team). This past season, we observed several unforeseen circumstances which stimulated challenges we were unable to overcome: the first being the departure of our High Performance coach Rob Frost. Rob has been with the Club during the past few seasons drawing many elite and high performance athletes to Kingston. Rob is considered one of the best coaches in Canada and we were in a very unique situation that allowed us to benefit from his connections. Regrettably, Rob left the Club to pursue another opportunity creating a void in coaching and resulting in decreased athlete-related revenue. Due to timing, we were unable to secure another coach and thus were unable to capitalize on this revenue as we have done in the past, leaving a shortfall compared to last year as well as budget.

While we experienced more “summer camp” participation compared to last year, it was at lower cost center levels which did not yield us as much revenue as the higher costing programs. Combined with reduced Race Team proceeds, J.S. programming revenue fell short by \$21,000 (11%) compared to last year (\$30,000 or 15% to budget).

Although we did reduce wages by 8% (approximately \$10,000) from last season, this was not enough to compensate for the diminished revenues. We additionally were unable to benefit as we have in the past from Government subsidies. We are currently reviewing how to better acquire these appropriations by formalizing a sub-committee within the J.S. Department in order to review future presentations when asking for government aid.

The Junior Sailing department has an extremely long history at the Club in fostering the sport of sailing and keeping an important aspect of teaching water safety and the spirit of sailing alive for future generations. When reviewing data from 2010 to present, the trend appears our expenses have increased on an average of 6.6% annually whereas revenue has realized a 4% growth respectively. During this time, we have also encountered large revenue swings from season to season. This year was no exception, it was unfortunately a negative setback.

With the assistance of the Committee we are reviewing past practices, hiring procedures, equipment inventory, capital needs, as well as evaluating our current offerings. I am excited to work with this very enthusiastic and hard working committee in the evaluation of our current programs and how we can improve (by means of modification/change) on our existing structure.

Although we still have some areas to improve upon, I am happy to report we have seen a positive change in the Food and Beverage Operations this past year. Our first “big”

test was during the Christmas Holiday Season. It was encouraging to review the data and report gross revenue improved by \$18,500 (net growth improved by 60%), while staff wages were better compared to revenue than the previous year by 40%. During this month, our gross restaurant sales improved by \$4,700 and catering exceeded previous sales by \$8,700. It was inspiring to witness our value-added service and improved food quality were achieving the vision we desired.

As I stated in last year's report; I understood it was always part of the operational goal to give members a place to dine during the "off season". By expanding the hours and improving the quality of food and service it has been the hope this would give reason for members to use the Club more frequently. It was also part of the strategic plan to add more value to the current membership and give reason for new members to join KYC.

During the "off season" (October – May) we experienced a \$48,800 or 29% increase in overall sales (\$42,400 food / \$6,300 bar). The increased revenue kept the Club active, staff employed, and a continued positive "vibe" during the slow season. It still is important to ensure our cost centers are maintained and this is an area we definitely plan on controlling better. Nevertheless, I think the proof is in the pudding (pardon the pun), when I say we were able to demonstrate this is achievable, it's working, and with some fine tuning of costs and better controlled labour, it may prove to also be profitable (at least not a burden to the Club) as we continue to grow and become better in this area.

During the main season (May – September) is where we were really able to puff out our chest and demonstrate how much we have improved and what can be accomplished. It is no secret this is the heart of the season for the Club, and the activity is incredible within all facets of our operation. (Just for some background information, most clubs (such as ours), plan for a loss during the slow season, followed by planning for a gain during the height of the season). I recognize although we experienced more activity (and business) during the off season, I still was not satisfied with our overall net performance during this time. It is difficult to express to the board and membership "don't worry, I know we just experienced a big loss during the "off-season," but we will catch up, and all is fine." Especially when we occurred such a massive loss last season during our working out process.

When comparing our financial position during May to September (2015-2016), I am pleased to report we did better than last season as well as budget in almost all facets of our Food and Beverage Operation. Overall revenue during this time increased by \$61,600 (restaurant sales grew by \$20,000, catering sales improved by \$6,000). Wages were better than budget by \$8,000 and we recognized a cost savings of \$25,000 compared to last year. (I am sure you will agree this is a vast improvement). Overall expenses decreased by \$14,000 during this time compared to last year. Just to put our

overall “heart of the season” in perspective for a moment, we bettered our net performance during this period by \$75,000.

I felt it was important to distinguish (or split up) the season when discussing our financials with respect to “how we did” in our Food and Beverage operation. Traditionally we have been closed (or experienced little service) during the “off season” in years past. Many members still feel this is the way to operate (and some can argue this direction is still the most fiscally responsible way to operate the Club): I respectfully disagree. I have been here now for two seasons and have witnessed first-hand the growth potential the Club has. The Board is committed to increase member engagement by offering attractive activities that will not only sustain membership, but also increase our current base. I am confident by offering members a place to dine during the off season is the correct path to enhanced member engagement.

I believe increased membership has a direct association to a good food and beverage operation. By reviewing the statistics of the past two seasons, I am confident in this statement. During my first season at KYC, membership costs went up dramatically, causing many to either resign or switch to a lesser category. We experienced a total loss of 81 during my first season. Something else happened however. We welcomed 61 new members to KYC! Although this was a net loss of 20 members, the new growth of 61 people has not been done during the past 10 plus years. Besides the quality of food and improved service what changed in attracting these new members?

When reviewing membership this season, we embraced 83 new members to KYC. Whereas 37 people decided not to return (net growth of 46). Combining the last two years we have opened our doors and welcomed 144 new people and experienced a loss of 118 (net growth of 26). Besides our current member support in recruitment, I am confident our Food and Beverage operation is the number one factor for this positive result.

I would also like to touch on our Adult Learn to Sail (ALTS) program for a moment. It has undergone some extreme changes during the past several years due to the 2014 Transport Canada Recreational Boating School (RBS) Standard. We faced extreme hurdles last year with respect to the program resulting in our inability to charge for this program as we have done in the past and experienced a loss. By altering our offerings this season, we were able to maintain our member volunteer teaching program as well as offer members and non-members an alternative package generating a new revenue stream.

Although we were extremely close to our overall budget as well as vastly improving contributions compared to last year, I believe the Club will experience positive progress (improvement in revenue as well an enhancement of being more fiscally responsible)

during 2017. This is an exciting time, with the installation of new docks this past spring, as well as the anticipation of being involved in the expansion of the harbour. With the assistance of the Commodore's Committee, the board has an updated (new) strategic plan that will assist with the operational decisions as well as the long list of much needed capital requirements for the Club.

2015 Portfolio Specifics

As the General Manager, I am involved in some fashion with every committee at the Club. As much as I am able, I continually strive to attend as many meetings as I am able to (or at least pop in and discuss any outstanding topics). Where possible, my role is to give guidance, support and direction. I also attempt to be a liaison between committees and inform all of the general concepts as to the Clubs global direction (either strategically or operationally). I am tasked with the overall budget of KYC and it is my role to ensure committees and staff are aware and accountable for their individual departments.

A Commodore's Committee was also founded this past year. It will be a resource wherein I can contribute in the overall strategic goals, vision, mission and values of this working group. From this, I can assist in the planning and promotion of activities within individual committees that will be aligned with the Boards objectives.

As this was my second season at the Club, I continued to encounter many hours reviewing our past records and budgets. In some portfolio's I still needed to understand previous financials as a way of mapping out and or altering our future. With the departure of the Club Service Coordinator in late December, followed by our Food and Beverage Manager in late spring, it was at times a difficult season. Staff did a tremendous job in assisting to fill the void and ensure our Club continued to run seamlessly.

Objectives for 2017

Please refer to the objectives from each committee report.

We are also reviewing certain revenue paths (opportunities) for how we conduct our overall business. They are as follows:

1. ALTS

Improving on last year's model (voluntary / paid). Increase and expand Community Club boat usage, while understanding costs needed to operate the fleet. Review member retention of ALTS members and how they "fit" into KYC.

2. J.S.

Improving on student retention and they “move” through our program. Due to a loss of the High Performance Instructor this past Spring we need to re-evaluate our High Performance objectives. Two years in and I desperately realize it is essential to secure an individual (like many other Clubs have) who is involved with our Sailing programs, marketing, and membership as a whole.

3. F&B (Food and Beverage)

Review how to better market (and increase community awareness) as so we can increase our Catering Revenue. Continually improve on the product and service to our membership, by giving them better value and unique opportunities. It is extremely important to review how to utilize the off-season with respect to net loss.

4. Membership (internal/external)

Continue to review how we currently brand ourselves (by ensuring it aligns with our strategic goal). Review programs that we offer to our current membership, and improve, modify, change where necessary.

5. Financial

Utilize John’s knowledge to ensure we have the necessary reporting centers that are accurate and detailed

Long Range Planning

I have continued to become / maintain my involvement with many committees this past year. I believe Membership and JS will be my main focus this season to ensure we as a group keep on top of our objectives and projects that need to be charted out. Creating measurable benchmarks for each respective committee will be very important as so they can inform the board who will then be able to make the right choices in setting KYC up for success.

Summary and Acknowledgements/Accolades

We ended up in a much better financial situation compared to last year, as well as close to achieving several milestone goals. I truly believe this is a result of spending time in continually understanding our business. With the assistance of John, we will now be better off in setting KYC up for success for years to come. I have confidence many good things will blossom from the hard work performed by him this past year. We continued to uncover many operational deficiencies leading us to understand what projects are

important to review. In addition, this will allow us to support the Club through building reserves and ensuring proper and appropriate maintenance is carried out on an annual basis.

Personally, I am grateful to work alongside a dedicated staff who care about improving service and providing a quality product to the membership.

Respectfully Submitted,

Greg Mc Nab



Kingston Yacht Club
Harbour Development Committee Report
Annual General Meeting 2016

2016 Activity Summary

This year the committee has continued to focus on expanding and improving our harbour facilities in order to provide value for members and to drive membership growth. We have been in recovery mode since our loan application for the full project was turned down in 2014. This year has been particularly fruitful in that we have begun an incremental approach to improving and converting our existing harbour from med moorings to finger docks. We hope to continue this approach in 2017, with the plans for further or full expansion in following years.

Highlights from this year include:

- Installation of 2 “U” docks as part of harbour conversion (Spring 2016). These docks are attractive, stable, and provide finger dock moorings for 8 boats. These dock have a relatively short payback period.
- We have continued planning for the larger expansion that would fill the adjacent water lot. Our current strategy would take advantage of existing docks and a simplified configuration that is more financially manageable. This might occur in 2018 or subsequent years.
- We are currently executing a plan for further conversion of the remaining south basin med moorings to finger docks, and a limited expansion of the centre dock with additional fingers (Spring 2017)
- As part of the spring 2017 work, we plan to repair the badly failing gabion baskets along the east end of the south basin. We also expect to upgrade the electrical to the centre dock to accommodate new finger docks.

2016 Portfolio Specifics

The year marked the transition of the former Strategic Planning committee into the Harbour Development Committee. The Commodore’s Committee has taken over the higher level process of developing a strategic plan that will help define the future direction of the club. The Harbour Development committee now focuses on what is believed to be one of the key drivers of membership growth, that being the growth of

the harbour with the addition of new finger docks that draw in more boats owners, and thus more members.

The committee has worked on developing approaches for harbour improvement and expansion that satisfy the complex balance between financial viability, value added for existing members, technical suitability, and the ability to attract new members. This process involves consultation with engineers, contractors and trades people, financial budgeting and modeling, working with regulatory agencies for permitting and approvals, working with the City of Kingston, and interaction with other committees within the club to coordinate marketing, financial planning and membership initiatives.

The committee meets monthly with additional meetings occurring on demand as requirements dictate.

2016 Financial Results or Portfolio Budget

Because this committee is more of a offshoot of the strategic planning committee rather than a traditional ongoing cost centre portfolio the results and recommendations of this committee ultimately fall to other portfolios for ongoing financial management. That being said, this committee does recommend expenditures and incur costs to move harbour projects from the exploratory stage to being able to execute an expansion.

The committee expends significant effort in preparing budgets and modeling the financial benefits and risks of harbour projects. The committee believes strongly in providing complete information to the board so that sound decisions can be made.

For 2016, the club has spent \$10,600 on expenses related to harbour redevelopment planning. These have primarily be related to working with our engineering firm to prepare engineering and tender documents and to facilitate and acquire the necessary permitting.

The club spent about \$32,000 on the new finger docks that were installed in the spring of 2016.

Objectives for 2017

The harbour conversion/expansion project will be the main focus of the committee for 2017. The plan is to have this in place before launch of spring 2017. The specific components of the project include:

- Repair of the gabion baskets at the east end of the south basin
- Installation of a “W” dock at the end end of the south basin (similar to the recently installed “U” docks)
- Limited extension of the centre dock with 6 new fingers
- Electrical upgrades to the centre dock to provide sufficient electrical supply to new and expanded finger docks.

These activities require significant background engineering work, tender development, permitting and approvals, contract awarding, and many other tasks before construction or installation can begin.

Long Range Planning

Beyond the spring 2017 conversion/expansion project, the committee will continue to develop and plan for future expansion and improvements of our harbour facilities. This goal has been and continues to be a part of the club's strategic plan to provide improved value for existing members and to provide a key driver growth in membership.

Summary and Acknowledgements/Accolades

The committee is very excited to be able to take the next incremental step to improving, modernizing and expanding the harbour. We thank the members for their support and encouragement through this challenging process.

Many thanks for the tireless efforts and support of the committee members: Alison Brown, Peter Cohrs, Robert Crothers, Paul Davis, Kevin Dowling, Suzanne Hamilton, Ron Hodges, and with special thanks to Brad Strawbridge and Greg McNab and to the Flag Officers for their ongoing participation and support.

Sincerely,
Chris Walmsley
Junior Past Commodore &
Harbour Redevelopment Committee Chair

Heritage Committee

2016 Activity Summary and Portfolio Specifics

This has been a year for consolidation.

The online trophy room has been well received and was particularly well used recently by the Sailors' Night Awards planning committee. The storage area on the ground floor of the Saint's Rest has been organized. There is more to do but it can be done in small chunks. The archival space on the third floor of the Clubhouse still contains a few trophies and bases. These will be rededicated, repurposed or archived as needed.

Of particular importance this year was the creation of the Cannon Award. A signalling cannon was discovered in the Saint's Rest by David Page and Ralph Shaw. The cannon was mounted on a base and repurposed as an award to be presented to a member who has given long, involved service to our Club.

Finances and Capital

Creation of the CANNON involved minor spending. Generally speaking the Heritage Committee has no budget though there are occasional requests for funding of expenses.

Objectives for 2017

The Committee needs some new members. All that's needed is an interest in KYC's history and its preservation. As mentioned in 2015, there is a specific need for a new Archivist.

Long Range Planning

Though KYC has many awards related to sailing, dating back to 1896, it has none related to service to the Club. Thus the CANNON Award sets an important precedent and could be the first of a number of awards specifically related to general club activity.

There is a 'book' about KYC, written for the centennial of the Club in 1996 but never published. One long term project is to update that document and to publish it for the Club's 125th anniversary in 2021. Such a project needs to be begun as soon as possible.

And, as usual, the committee is interested in seeing old photographs, stories and other items of interest related to our Club.

Summary and Acknowledgements

David Page had led this committee for a long time and members of the committee wish to thank him for his contributions. Others who have contributed this year include Ralph Shaw and Matt White. As always, staff support has been excellent.

Respectfully submitted

Ross Cameron
For the committee



Report of the House Committee
Kingston Yacht Club
Annual General Meeting 2016

2016 Activity Summary

We had a mandate last year to grow the Club's membership. In order to be successful with this order, the House Committee was tasked to improve both service and food quality. This continued to be the major focus during this past year. The Board feels very strong that by providing enhanced food and beverage services this in turn will improve the value of membership to existing members who will in turn continue to have a reason to support the Club. This directive will also give reason for new members wanting to join the Club.

Accomplishments this year include:

- Continued focus on providing more and improved events for families with young children: Christmas party, Sailpast activities, Canada Day, Hallowe'en party.
- Provided new events for existing members and give reason to have them invite guests
- Improved gross revenue in both Food and Bar
- Bettered cost percentages compared to last year.
- Provided better service, with reduced wages
- Improved upon annual events by providing better food, and service
- Continued to review products provided to the membership in both food and beverage to ensure we were supporting local and seasonal industries.
- Sourced alternative beverage selections for member enjoyment
- Improved upon daily menu/catering choices

Portfolio Specifics & Budget

Revenue

Bar revenue increased by 9% during the off-season (October – May), and 25% respectively during the main season (May – September). Combined for the year, bar revenue increased by \$41,000 during the season compared to last year's overall sales.

During the off-season, food revenue sales (Restaurant) improved by \$23,000 or 48% compared to last season. Catering revenue bettered last season's performance during this

time by \$19,000 or 40%. Restaurant continued to outpace last season's sales during the heart of the season by an additional \$20,000, whereas Catering slightly cooled off with improved sales compared to last year by slightly over \$7,000.

Overall, total revenue bettered last year by \$110,000 (\$69,000 food / \$41,000 bar). Our total revenues for Food and Bar are now in excess of being over \$500,000. This is especially motivating when comparing revenue over expenses during the heart of the season. We experienced a major decrease in expenses (\$14,000), while combined revenue improved by \$41,000 (net profit of \$44,500, contrasted to a net loss during this time last year of -\$31,000).

We still experienced an overall combined loss this year (\$7,000), however, we have improved by over \$54,000 in our net loss in one season. We had very aggressive revenue goals, and I am happy to report we surpassed all targets. With changes in how we establish operations in the off season, I am confident we will see yet another positive increase during the 2017 year.

Cost of Sales:

Combined food and beverage cost of sales this year was 41% (an improvement from last year by 5%). We continued to have an aggressive target of 40%.

Wages:

Combined overall wages improved by 8% compared to last year, and were better than budget by 3%.

Challenges still surfaced throughout the year with respect to several sub-par pieces of equipment. We also have not been on a scheduled maintenance program for several years. (Just imagine driving your vehicle for 150,000 km without an oil change or tire rotation). Chef Neil has begun the steps of proper maintenance for equipment that requires this attention. We were also without James Ward (Food and Beverage Manager) during our "busy" season. Since I was not altogether happy with our financial position (and I knew it would be difficult in replacing, and training a new person), it was my decision to oversee this part of the Club business in a far more hands on attitude than was planned. Fortunately, the groundwork was already laid by hiring (and training) some fantastic staff, who willingly stepped up and ensured we were successful.

Objectives for 2017

We will continue to focus on improving member value and experience at the Club

- Revue replacement options for new bar furniture.
- Improve upon seasonal menus to lessen 'fatigue' and provide greater variety
- Continue to source large catered functions without disrupting member enjoyment of the Club
- Continued improvement in food and service quality
- Increase in special events and activities for members

Financial Objectives:

- Increase Member Dining revenue by 20%
- Increase Catering revenue by 15%
- Achieve financial breakeven by:
 - Maintaining labour cost percentages at the 2016 level
 - Achieving Cost of Sales target of 38%

Long Range Planning

We are still in need of a long-range facilities plan for the Clubhouse. Our biggest obstacle is not having available funds for annual maintenance to properly care and operational needs for our Clubhouse.

Summary

I believe we are on a successful path that demonstrates we have a vibrant, successful Club. Our staff mandate is to provide a pleasant, appealing and welcoming environment. Our goal is to create a place that draws members to gather and enjoy each other's company, explore common interests and develop new interests and friendships. My personal aspiration is to create an environment you are proud to share with family, friends and guests and would feel comfortable actively encouraging others to join.

Going forward, our management goal is to continue to monitor the effectiveness of what we are delivering to the membership, as we become more successful, develop further plans for improvement and continue to increase the appeal and value of the Kingston Yacht Club to its members, both existing and new.

As always, we thank you for thinking about KYC as a destination of choice for dining, socializing and entertaining friends and family.



Kingston Yacht Club
Junior Sailing Committee Report
Annual General Meeting 2016

2016 Activity Summary

The 2016 Junior Sailing (JS) Program delivers sailing instruction and coaching to youth of all ages, starting at age 5 and up. A myriad of summer camp activities, learn to sail, learn to race and high performance workshops occurred over the 2016 season, making our program extremely divergent and interesting. The challenge of this program is to develop an ongoing strategy to support trends in the community while continuing to support those elite sailors who are seeking the next level of instruction in the development of their choice skills.

The main highlight this year was the second and final year of the Trillium Grant which provided funding for new equipment, hiring additional staff, and more training resources to help expand our programming. Some of these initiatives included:

1. The continued expansion of the Wet Feet program from a part time evening program into a full time daytime program,
2. The continued expansion of the Opti Learn to Race from 4 weeks of programming to 8 weeks of programming,
3. The continued expansion and redevelopment of our pre-season training program for instructors, and
4. Hiring of an assistant Bosun to assist with maintenance and upkeep of our fleet.

As recent as 2015, we relied on sharing a full-time race coach with Ontario Sailing. The loss of that coach this year left us with a dilemma as to how to approach the racing program but also how to deliver coaching to our high-performance 49er team. What we have learned from this is to not become complacent with those subject matter experts being the only source of support. Our solution this past year, although not ideal, was a series of High Performance Training Camps in June and July with guest coaches. These high performance sailors joined KYC as members, paid regular dry-mooring rates, and participated in our training camps as their availability permitted. We aim to find a better solution for our talented racers for next year.

Our relationship with the Queen's Sailing Team continues to be mutually beneficial as we are not only co-owners of the majority of our 420 dinghy fleet, but KYC provides employment for an increasing share of QST members each summer. Our collaboration to increase and update our fleet as well as coach boats will ensure mutual benefit to JS summer activities as well as Queens' fall sailing, racing and regattas. In our attempt to align with KYC strategic visioning, our goal to create "sailors for life", our relationship with QST and the Queens' Boosters will continue to be of mutual value to the betterment of all.

2016 Portfolio Specifics

The JS Committee meets monthly during the off season, and is responsible for all major planning and review of the program. Over the past year, the JS Committee has begun transitioning its roles and responsibilities away from overseeing the day-to-day operations of the JS Program, to a balanced approach to both operations, policy issues and training, and multiyear planning. This transition is constantly monitored and adjusted to ensure that we, as a body of volunteers, balance the demands of the program operations as to not overwhelm our dedicated full time staff (KYC Management) as well as our help leading the way for the summer staff, ensuring oversight and support to their overall moral and welfare. We have transformed over the past year to that of a hybrid model of support to both operations and to planning will hopefully ease the burden during the high season yet not over committing our volunteers with daily administration.

Our committee has been separated into groups with areas of the responsibility such as Operations, Policy, Equipment, Curriculum & Instructor Resources, HR/Staffing/staff relations, Sailor Recruitment, Marketing & Special Events, and Parent Liaison team. Prioritizing these activities is based on seasonal needs (for example: late fall/early winter hiring process). The Committee will focus on the lessons observed – lessons learned over past years (from staff, members and others) to make our program strong and diverse. We aim to support the KYC Management on the day-to-day aspects as required with a liaison team to help with parent's questions but also as a mentor for our young instructors. We are committed to being integrated into the program.

2016 Financial Results/fundraising and fleet management

The Junior Sailing program remains overall profitable but we will continue to face difficulty replacing our equipment without external sources of funding or increased fundraising. We must be diligent to address trends and monitor registration in order to fill the program throughout the summer and to seek partnerships with local organizations to be part of the program (for example: The Boys and Girls Club).

As part of our long-term equipment replacement plan, we have been examining our fleet to understand what is needed, and what needs to be disposed of by selling or writing off. A design flaw in the Oppies, have seen the need to scrap two boats that were beyond repair and the re-design of a new bracket by Brad Strawbridge, that should help prevent losing more boats. We have identified the need to sell the tired FJ fleet, as well as five Optis that were at the end of their life span. We plan to save any funds from selling these boats to procure priority replacement kit. The JS staff have continued the tradition of a Casino night this summer for fundraising and the hope is to find time in the Committee's busy work, to have a winter fundraiser to help add monies to replacement of some tired coach boats and to grow our 420 fleet. We will also continue to seek donors to help freshen our programs and working with the Queens' Boosters to begin the conversation to replace the 420s in 2020.

Objectives for 2017

The following are our objectives for the 2017:

- Refine our policies to give the instructors the tools they need to operate our program
- Implement and participate in a training program for all JS staff in June
- Improve enrolment numbers and to monitor trends early to help fill registration gaps
- Develop our Learn to Race teams to improve their competitiveness on the regional circuit, and so they become stronger feeders into our high performance race teams
- Continue preparation for the pending Transport Canada regulations related to the operation of coach boats by professional dinghy sailing instructors
- Continue to improve an inventory system for our fleets of dinghies and coach boats so year over year changes can be better documented
- Define and document our committee roles to help improve our overall effectiveness and help in continuity for staff and committee members as inevitable handovers occurs
- Continue to adjust Junior Sailing Committee structure and roles and responsibility as the needs of the program change

- Continue review of curriculum, instructor/teaching resources, instructor preseason training programs, and student evaluation guidelines which were started in 2015
- Collaborate with Membership and ALTS committees to attract more non-sailor parents into the ALTS program and/or join as members

Time stamped priorities for 2017

- Early hiring process for fall and early winter with Head Instructor hired in the spring to aid to the preparatory work involved in the set up of the program
- Early registration process
- Monitoring registration process to ensure numbers are up and the weeks are full
- Seek better high performance coaches, with programs like coach sharing and workshops in a model like Lake Ontario Optimist Team (LOOT)
- Ongoing contact with parents

2017-20 Capital Plans

As part of our long-term equipment replacement plan, the following items are being considered over the next two fiscal years:

Flying Junior (FJ) Replacement Fleet

The FJ fleet is our oldest fleet at KYC by a significant margin, and is well beyond its expected operating lifespan. The recent practice of hiring skilled bosun(s) to help maintain our fleet has prolonged its life considerably, but we are at a critical point where replacement is needed. Careful management of the CANSail program will aid in the use of the 420 fleet exclusively and is thought to be the best fleet for our sailors as well as the challenging winds on this side of the lake.

Our Opti fleet is being considered sufficient for the demand for the next few years, but we will need to conduct yearly inspections by staff and committee to identify those for replacement.

Small Opti RIB

One of our Opti RIBs used in the delivery of our very successful Opti programs, is nearing the end of its life. A suitable replacement is being sought and will be necessary within the next two years

Long Range Planning

As noted in previous Junior Sailing AGM reports, the equipment we rely upon has finite life spans, and must be replaced on an ongoing basis. To address this, the Committee had developed a 5-10-year capital equipment plan to prioritize the equipment renewal and spread the obligations over time. This capital equipment plan will be updated annually in the late fall/early winter, and evaluated against the state of our equipment on an ongoing basis as well and funding sources.

Of mention is the need to plan replacement of our fleet of 420s. This fleet is past its mid-point in its lifecycle, and looking ahead to sometime shortly after year 2020 we will need to be prepared to fund their replacement. It is expected that the Queen's Sailing Team will again be a partner in this purchase and the support of the Queens' Boosters to help in seeking funds to that end.

Summary and Acknowledgements/Accolades

The lifeblood of our program is the enthusiastic and professional instructors and coaches we have on staff. The program was well supported by the Yard Steward, the Bosuns, the Gas Dock staff, the Office, and our

General Manager. The hard work by all staff was instrumental in the success of the program, and I would like to thank them all for their hard work and dedication.

I would like to thank the members of the JS Committee past and present (Steven Black, Steve Tripp, Tom Wilson, Lindsey Fair, Tim Garrett, Matt White, Matt Fair, John Murdoch, Maddy Ross, Nicola Murdoch, Alexandra Keilty, Heidi Colburn, Ann Rouget, and Erika Vines) for their hard work, support and guidance especially to a novice like me for the 2016 season. I will continue to ask for education and advice to help see another successful season to fruition.

I would like to recognize the financial contribution made by Varsity Properties for the Opti program, specifically A.J. Keilty. I personally would like to thank Rosemary Wilson for her continued support of the program as our Flag Officer and her help better the program for the next year. Her insight and ability to seek solutions to short notice needs has been invaluable to me. And to Matt White who spent many Thursdays in the dead of winter, introducing me to JS operations and plans and addressing the many nuisances of the program that this novice did not understand nor was quite ready for the demanding portfolio. Thank You, Matt, and your continued advice and support.

To the KYC membership, I would like to thank you for your continuing support. We recognize our programs can make the club a noisy and busy place, and sometimes affect you in your enjoyment of the club and its facilities. We work hard to minimize our impact and appreciate feedback and communication when things don't go well. I personally hope to help develop and to make the program better for 2017 with the help and oversight of all of you.

Respectfully submitted,



Zenith (Ze) Keeping



Kingston Yacht Club Annual General Meeting Report Sailing Committee

2016 Activity Summary

Participation level in weeknight racing increased in PHRF I, PHRF II and Shark fleets (30+ boats, 125+ racers in total). Noteworthy was the increased participation of RMC boats and racers in our program. All fleets were very competitive, with overall fleet championships decided only in last month of racing. We look forward to further growth in our fleets next year.

Unfortunately, there was a continued decline in participation level in weekend racing; we look for ways of countering this next year.

Race management processes improved under Robert Weguelin, who proved to be an excellent coordinator/communicator and resource supporting our racing program.

All our temporary race marks underwent a major refurbishment by John Vines during the off-season. John also led the mark launching and haul-out volunteer parties.

Our Sailing Instructions and Sailors' Handbook were updated once again by Rick Sellens, who has performed this activity admirably for many years now. Rick will be passing this job on to a successor in the coming year. There is strong demand for both the online and printed versions of the Handbook.

We held a well-attended Sailors' Meeting held in April to engage/inform racers of changes in sailing instructions & the racing calendar and assign Race Committee duties for the coming year. Useful feedback was obtained at this meeting.

Other off-season events included a Sail Canada "Race Judge" course (organized by Chris Walmsley) that was well attended and a valuable "Race Management" seminar

(presented by Ross Cameron). As a result, we now have more people who can help with club and regatta race management activities.

KYC hosted 5 regattas this past year, including: Shark North Americans, Viper 640 Canadians, Annual KYC Skiff Regatta (29er, 49er, 49erFX), IOM (International One Metre) Eastern Canadian Championship, Soling World Championship. It's great that KYC is once again more active on the regattas scene but it is recognised that this activity needs to both benefit KYC and be balanced off against other member needs.

Current KYC sailors performed very well at away regattas, including Shark Canadians (JLS 1st), Shark NAs (JLS 2nd), Olsen 30 NAs (Ritalin 3rd), KYC and Canadian Women's Keelboat Championship (Melodie Gummer), RC Solings & IOM (John Lowther & Paul Switzer). Former KYC sailors excelled on the world stage, notably Robert Davis and Hugh Macrae in the Laser Worlds and Danielle Boyd (49erFX) and Will Crothers (rowing) in the Rio Olympics!

The annual Awards Dinner held Nov 5 was great fun, well attended, and a fantastic way to cap off another year, celebrating our achievements. Many thanks to Peter Kraszewski for coordinating flags, glassware, and trophy engraving. Thanks also to Greg, chef Neil and the staff for the tasty food and super service.

2016 Portfolio Specifics

The committee held monthly meetings during the offseason, planning the racing events calendar, updating the Sailing Instructions and Racers' Handbook, considering initiatives for improving our program and planning equipment work.

Minutes were taken and written/verbal reports made to the board on a monthly basis.

Note: This past year, the Cruising Fleet co-captains also participated in the Sailing Committee. Cruising activities, plans for next year, budget, etc, are detailed elsewhere in a separate Cruising Report for the 2016 AGM.

2016 Financial Results or Portfolio Budget

Expenditures for 2016 included:

- Race Management Coordinator part-time wages (2 evenings/week for 5 months and 10 weekend ½ days).
- Printing of Sailors' Handbook
- Maintenance of boats (shared with other areas of activity within the club).
- Maintenance of racing marks and other equipment.
- Awards (flags, glassware, and trophy engraving).

There are no new major expenditures planned for 2017. They will be similar to 2016 expenditures.

Objectives for 2017

- Hire a new Race Management Coordinator (Robert is moving on to racing)
- Provide an excellent/improved racing program for the members.
- Promote & encourage more members and boats to race.
- Improve our volunteer capabilities to perform race management and race office activities when needed.
- Maintain/improve our racing-related equipment & boats.
- Continued support of Cruising Fleet activities (handbook, funding).
- Coordinate with other organisations (i.e. CORK, CBYC, RMC) as appropriate.

Summary and Acknowledgements

Once again, I have enjoyed serving as the Chair of this committee and want to thank the committee members (Ross Cameron, Rob Colwell, Peter Kraszewski, Rick Sellens, Ralph Shaw, Brandon Tattersall, Peter Van Rossem, John Vines, Mary Wilson, Peter Fedora, May Corcoran, Pavel Samuleev) for their support and many varied contributions to our racing & cruising programs.

Thank you to the skippers for accepting new racers (from white board or ALTS) onto your boats. This is important for the growth of club membership and our sport.

Thanks to Ross Cameron and the team of volunteers for their regatta race management activities and also those club members who temporarily vacated their moorings for visiting boats when needed.

Thanks to Rob Colwell and Ralph Shaw for acting as our PHRF reps for the past year. They will be continuing this role in 2017.

Finally, a special thanks for Rob Colwell for acting as CORK/KYC liaison for a number of years. Now that a solid foundation is in place, Rob's work will be continued with a board level contact starting next year.

Respectfully submitted,

Ken Martin
Sailing Committee Chair, Director At Large



Kingston Yacht Club
Annual General Meeting Report - Women in Wind

2016 Activity Summary

Women in Wind continued to offer social events, Wednesday Night Sailing and instructional activities for the 2016 season.

Social events included a W in W sponsored TGIF open to all Club members in February and a Meet and Greet for new and returning women sailors in May. Both events were well attended with approximately 30 women at the Meet and Greet. As in previous years, the Meet and Greet allowed the executive to outline the program for the season and gave interested women an opportunity to gain information and sign up for keelboat and dingy sailing as skipper or crew.

Wednesday Night Sailing started on June 8th and ended October 19th. The dinghy sailing continued to be successful. Throughout the season several Club 420s went out each week with 4-8 women participating. W in W used the Club Sharks on four nights.

There was one night of dinghy instruction by a Junior Sailing instructor - July 6th with 10 women participating in 4 Club 420s. Several rotating from the coach boat.

The W in W AGM was held on October 19th.

2016 Portfolio Specifics

The W in W committee is composed of chair, co-chair, Wednesday night sailing coordinator, dinghy sailing coordinator, race night coordinator and communications coordinator. Meetings and social events took place a minimum of once per month during the offseason. The focus was on establishing a schedule and planning events for the upcoming season.

The committee composition will continue with some personnel changes. The communications coordinator will continue to focus on regular updates to members through the W in W email list.

2016 Financial Results of Portfolio Budget

Women in Wind has an operating budget of \$400.00. Funds are used for the two main social events the February TGIF and May Meet and Greet. Our closing balance is \$0.

Objectives for 2017

- Grow the W in W program to best meet the needs of women sailors
- Promote and encourage more women at KYC to take part in the Wednesday night activities
- Provide women opportunities to gain confidence as skipper and crew

Summary and Acknowledgements/Accolades

We have enjoyed serving as Co Chairs of W in W and would like to thank all outgoing and incoming committee members - for their time, hard work and many contributions.

Respectfully submitted,

Kim Garrett and Megan Willoughby
Co Chairs, Women in Wind

Kingston Yacht Club
2016 Annual General Meeting, Report of the Rear Commodore

Overview.

I'll be blunt again. Our infrastructure is in sad shape but... we are slowly replacing /improving things. As I write this, we await news from various parties, so that we can decide whether or not to do our harbour wall remediation, W dock installation and main dock extension. (fingers are crossed so tight they're losing circulation!) What we have not repaired/replaced is still in a state of deterioration. We cannot let our guard down. From repairs done on the cheap years ago, to constructed elements that are at the end (or beyond) their natural life... these must be replaced. If not replaced, then certainly repaired properly. Doing infrastructure on the cheap is tossing good money after bad. We can no longer paper over things. We must, and will do these tasks properly. But enough grim warnings, we have a plan, and we have been implementing it.

2016 Activity Summary

2016 started off with a bang, in a way. We managed to quickly get the pieces in place to install two new sets of U shaped finger docks. We got lucky with the price and installation date, we had them in before launch, and as far as I can tell the reviews are positive. Users tell me the fingers function well. The "long game" is that these U docks will house longer, beamier boats, not the smaller boats you saw last summer. Users from outside KYC tell me that word is getting around the lake about KYC's improved facilities, (moorings, gas dock, much improved food and beverage), that make it a place to go. Apparently we are making noticeable progress. We also had to finally replace the "shark" crane unit. We had been throwing good money after bad with repairs until it became futile. Finally tho' the unit was "cooked" and a new proper one was acquired. It cost about \$7K.

There is still a long road ahead.

To remediate our problems, we have been working on a long term plan, which we hope to phase in, as either funds become available or as funds have to come available due to failure of various components. As I write this, we await news from various parties, so that we can decide whether or not to do our harbour wall remediation, W dock installation and main dock extension. We had some oversized guests at our guest dock this summer (not to occur again!), which exposed some weaknesses in our main dock assembly. We also suffered a break this fall of the main dock, as winds piped up to 38kn from the east, breaking the joint between the main dock and the L attenuator. Repairs will be affected as required. It has been generally accepted that the Harbour project was to be one big project. However, that modus is "toast" due to financial realities. Should we do the partial expansion this winter/spring we will be left with the major expansion. That expansion will require a quantum leap in funding requirements, as major wave attenuation will be required. Chris Walmsley and the Harbour Redevelopment Committee have been working all year to get plans and pieces in place to move ahead just as soon as the project can generate the funds to pay for itself.

Our clubhouse continues to serve us as best it can... just after last year's AGM, Brad and crew renovated the women's washroom. By all accounts it is a success. Thanks to Terri Hodges for her steady hand at the "colour wheel". After a brutal 2014 winter, we did get lucky with a warmer winter last year and did not endure the breakdowns of 2014. Most other projects, and there are many, have been put in hold (and we cross our fingers) due to lack of funds, and/or saving for our harbour down payment. We will address some cosmetic issues next spring

I think it safe to say that both spring launch and fall haul went well. We did have to overcome some unforeseen obstacles (none of our doing), but we worked around them. Thanks again to all the volunteers, returning and new, who helped make both events a success. These events are living proof of the capabilities of a strong volunteer force. I will be pursuing a later launch date and earlier haul date for 2017. They will likely fall on weekdays. Stay tuned.

2016 Portfolio Specifics

Our group of members meet on an as needed basis, and the need is great! Primarily tho', the Harbour "Committee" is Chair Chris Walmsley, Flag Officers Wilson, Cameron, Cohrs and Story and Yard Steward Brad Strawbridge. As well, we have Ron Hodges, Rob Crothers and Kevin Dowling weighing in, and bringing to bear their considerable and diverse expertise. As necessary, we call upon John Lowther, Jim Beatson, Gunnar Heissler, for their in-depth knowledge of the history of the buildings and harbour as well as their individual expertises. All of these fine folks are a great resource to KYC and I thank them for their wisdom and participation. The House "Committee" is Commodore Wilson, Terri Hodges, Brad Strawbridge, and myself. Again, we do contact current former members for their historical knowledge of our facilities. And of course, general Manager Greg McNab and KYC staff provide input as to what would best serve the Club's interests from their point of view.

2017 Objectives

The partial expansion is eagerly hoped for. We have most, if not all of the moorings "sold", thus putting the project on acceptable financial footings. We will vigorously recruit new members with boats to fill the new moorings. As we make progress on our infrastructure and improved amenities (incl f&b) that task should become easier. With all these improvements, being a member at KYC is becoming much more desirable than before. The mood is better, the facilities, improved, and it's a great place to sail, eat and drink with your friends.. This spring's catalytic dock installation showed that a little bit can go a long way!

Projects that need doing soon. (FYI)

Deferred maintenance with some approximate numbers...

1. Bar screen. About \$3k
2. The dock by the old railway. \$5k

3. re-stoning the dinghy ramp
4. The front door of the Club. \$5k
5. The patio stone area outside of the JS washrooms. \$4k
6. The JS washrooms need some attention. \$4k bare minimum
7. The tent at the end of the break wall ...\$1.5k
8. The "T" dock needs a new wood deck. There is plenty of rot in the boards etc etc..\$4-5K
9. Club signage (e.g. Private Club!) \$1K
10. exterior painting (by staff)
11. garbage enclosure

Long Range Planning

Our long range plan is of course to expand the harbour, upgrade our exterior infrastructure and renovate the Clubhouse. The sooner we expand and fill the harbour, the sooner the revenue will flow in and the sooner we can carry on with rebuilding all of our facilities.

Observations from my perspective.

We have been at this expansion "project" for a few years now. Ideas, big ideas, are slowly turning into reality. One of the big ideas that was brought to the table by former manager Glenn was to improve F&B. With the support of the Board, Glenn raised the f&b bar. As I speak, f&b is nothing short of a success. It has grown in leaps and bounds to be a shining light at KYC, second only to the people, the sailing, the camaraderie. F&b is but one necessary healthy contributing component of what makes KYC a great place to be. And it pays for itself. Make no mistake, we need f&b to continue to be a thriving, successful complementary component of the year round KYC experience. Let no one tell you otherwise. Other complementary "things" that make KYC a destination for more than just boating? Kayaks, SUPs, the swim raft, outdoor shade canopies, and the best view of the river and all it has to offer. All of these amenities and services combine to make KYC a year round destination. Membership is UP because of it. Facilities are on the mend, or being replaced, and people both inside and outside of KYC are taking notice. Our efforts and your support are bearing fruit. The expansion path in step with improved services and amenities is the only path to the certain future of KYC. I will continue to participate and help as I can to fulfill this mandate. I want to heartily acknowledge the very hard and tireless work of Greg and staff to make things work as well as they do. There IS more to do, but things are coming together.

On a personal note:

I was very honoured this spring to be able to build a base for the David Page Trophy.

David is a great guy who has, throughout his life, made many valuable contributions to KYC.

I was lucky to have a couple of slabs of fir "kicking around" my woodshop, which turned out to be of butterfly grain, and when it was all said and done, turned out to be not just a base for "Big Bertha", but furniture too!

Acknowledgements

We have a dedicated and insightful group of members working towards positive change. We're sailing the same course, the crew is working together. I thank all members of our "committees" for their diligent and considered participation. We are making progress. It's slow progress to be sure, but the direction is very positive, and members are seeing, feeling and tasting the differences as we grind slowly through many projects. It is very encouraging. I would like to offer my heartfelt thanks to outgoing Commodore Rosemary Wilson. Commodore Wilson has initiated and supported many activities of the Board. Under her watch, the Board has had a clearer hierarchy and chain of command. She has initiated KYC visioning, tying it to the Strategic Plan. She has supported and guided the Board as we work thru many things. Being Commodore is no easy task, and Commodore Wilson has handled it, and all the "you know what", with confidence. KYC is better today than it was two years ago. Incoming Commodore Ross Cameron has a fine act to follow, but I am sure he will handle it all well. We'll make sure of that!

Respectfully submitted.

N. Peter Cohrs,
Rear Commodore

Vice Commodore Report

2016 Activity and Specifics

This has been a busy year. Early we made decisions that led to the installation of the breakwater finger docks, leading to mooring allocation issues. Throughout the year there has been discussion about the next phases of our mooring plan.

The new KYC regatta policy was used as KYC hosted a number of regattas. These included the Soling World Championship and an event for the Viper class. The Viper event was particularly notable because the Race Committee included a number of people who are members at Collins Bay Yacht Club. In terms of outreach and volunteer development for our community, this is an important step. The Soling World Championship saw members come forward to relocate their boats so the Soling fleet could be moored together at KYC.

In August the Board passed an amendment to the Corporate Membership section of our Bylaw, requiring that, if needed, a Corporate Membership have a Memorandum of Understanding (MOU) between the Club and the Corporation. These agreements are in process with each of your three Corporate Members. Further, we have special non-member relationships with a small number of organizations. We are working on MOUs for these relationships as well.

Those are some highlights.

Objectives for 2017

The Vice Commodore position is special. It offers the incumbent an opportunity to be involved in a very broad swath of Club activities. That should continue.

Though it is a 'work in progress' we have yet to develop our committee structure so as many of our members as possible are involved in the Club. There are many opportunities for members.

Kingston Yacht Club is recognized as one of Canada's key Clubs. It continues to lead the way with learn to sail programming, with high performance programming, with regatta management and as a mentor for groups like the Queen's Sailing Team. These activities need to continue.

Long Range Planning

As in 2016, we are moving strategically along a path of renovation and innovation. It's complex. All members, not only Board members, not only Full members but all members, Associates, Nominees, Juniors need to feel free to contribute and free to be part of the process.

Summary and Accolades

I need to thank the many dozens of members who have commented, recommended, advised and otherwise helped by sharing their thoughts and opinions. That's the way a Club is made to work.

Respectfully submitted

Ross Cameron
Vice Commodore



Kingston Yacht Club
Commodore's Report
Annual General Meeting 2016

2016 Activity Summary

In the Commodore's Report this year, I have provided you with an overview of the activities of my position and address the objectives and associated activities of the Flag Officer team, Board of Directors (BoD) and club administration. Detailed reports from each portfolio are presented in this meeting package and are not specifically addressed in the reports of Flag officers. I have attached the Strategic Planning document and have included a description of the process undertaken to arrive at the version for 2016 at the end of this report.

Kingston Yacht Club is returning to the vibrant state of historical note. We are once again in the position where we have a waiting list of boat owners looking to share our harbour. Our Food and Beverage service is thriving and is on budget, eclipsing last years results by \$56,011 revenue over expense. The increase in activity and reputation we are building for inclusivity and fun, sharing a love of sailing and for being a locale for relaxation and friendship will stand us in good stead as we enter the 2016-17 year. Now that we have built momentum in this very positive direction, we cannot rest as there is still much to do. As other private clubs around the city are challenged to recruit new members, we are expanding and need to continue to do so. We must continue to focus on providing individuals and families with diverse opportunities to engage at KYC: I renew my challenge to all members to bring friends, schedule meetings, have working lunches and enjoy the club all year. We have made it possible together and together we must keep it going.

Commodore's objectives: My 2015-16 objectives for the BoD and administration specific to my role were as follows:

1. To construct a Strategic Planning document that can be used to support innovation and decision-making forward to 2025;
2. To align all portfolio objectives with the approved Strategic Plan;
3. To restructure committees where possible to reduce volunteer burden; and,

4. To develop consistent processes for measuring the success of initiatives and programs.

Objectives for the Commodore role were:

1. To increase participation in standing committees; and,
2. To improve visibility at KYC and regatta events.

An additional objective for my own role as ultimate oversight for club operations:

1. To develop concrete metrics to include in the performance appraisal of the KYC General Manager.

Overall, this has been a particularly challenging year. As the activity in the club increased, so did the need for additional organization and consideration. Change and growth are difficult and we have uncovered areas we were lacking as a result. That said, I am happy to report that we have drafted a strategic planning document that describes who we are and our core responsibilities. Rather than aligning the objectives from the standing committees and portfolios with the strategic directions of the club, the development group reviewed existing, well-crafted objectives for inclusion. The result is that the activities of each are consistent and I believe groups now have a sense of where they fit in the larger club vision. The 2016-17 Board will use the plan in the development of objectives and activities for the year ahead.

We tried to redevelop the Sailing and Junior Sailing (JS) committees this year with a view to reducing the burden to volunteers. The Sailing and Junior Sailing reports will have more on this topic but overall, this met with variable success. We recognized it was important to cross represent a few of the groups (e.g. racing and cruising, sailing and CORK liaison) and made some changes to improve communication and collaboration. However, it became clear to us in the midst of the summer that we need to make some changes to how JS as a program interacts with operations and the many volunteers needed to make it run effectively.

I am also happy to report that we continue to improve our ability to be able to monitor and evaluate the initiatives we put in place. The addition of John Whelan as Club Controller was a huge step in the right direction. John has performed a complete review of our accounting processes and implemented more effective financial practices in concert with Finance Director Bob Story, board member Ron Hodges and our General Manager. Our ability to assess the financial impact of having full time Food and Beverage programming and membership recruitment/marketing strategies was very crisp this year. We were able to follow monthly variances and make projections at the Board level. Some additional work needs to be done on assessing member satisfaction with the services we provide. I have received many important comments from members in the past year though and have brought this information to the parts of the Club where they would have the most impact.

The final report for the Ontario Trillium Foundation was submitted to the granting agency last month. We were successful in meeting the milestones and deliverables of

the grant and have learned a great deal from the project. In summary, because of the grant we have been able to purchase new OPTIs and EurOPTIs, two RIBs and motors, introduced an assistant bosun position to improve mentoring and yard activity and have expanded our intake of the youngest JS students.

Lastly, additional work is required to improve our staff performance appraisal process. Although we conducted the appropriate reviews this year, Flags and staff need to settle on a consistent format and timeline for the 2016-17 year.

Flag Officer meetings: The Vice and Rear Commodores, the Finance Director, the General Manager and I met at least monthly throughout the 2015-16 year. In the latter part of this year, we have been joined by the Controller and his input on financial review has been invaluable. There were months in this past year that the executive committee met more than weekly in an effort to stay on top of developing issues and requirements. Meetings occurred within the first week of each month and followed a posted agenda of standing and ad hoc meeting items. Operational items including financial variance reports, staffing highlights, regatta bookings, property status (including Saints Rest) and others, as appropriate, were presented and reviewed at each instance. Agenda planning for the upcoming BoD meetings occurred as well. Minutes of Flag Officer meetings continued to occupy a BoD agenda item for transparency.

Commodore committee involvement: My role is Ex Officio on all KYC committees but I unfortunately cannot attend every meeting. This year we subdivided the Strategic Planning/Harbour Development committee into the Harbour Redevelopment committee and the Commodore's Committee. The latter group was formed prior to the 2015 AGM with the purpose of establishing a vision and mission for guidance and to move to a consistent process for decision-making through a review of the strategic level work completed to date. I routinely attend the Harbour Redevelopment committee and make valiant – although not always successfully – attempts to attend the Membership and Marketing and Junior Sailing committees.

2016 Portfolio Specifics

The Board of Directors met 13 times this last year. We were unable to take any break as with the increase in club activities, there were a larger number of discussions required at the Board table. The General Manager attended every meeting and our Club Controller attended all meetings after joining our team in February 2016: meetings were held the third Wednesday of the month in the sailing season and the third Thursday of the month in the off-season. Agendas, reports and resource documents were posted several days prior to each meeting to improve communication and meeting timelines. The average meeting length was two hours with a few exceptions: October's meeting was 3 ½ hours! Your board members work incredibly well together, are respectful and inclusive and provide comprehensive reports and discussion. The talent around the table is significant and impressive and I am very proud of what has been accomplished this year.

2016 Financial Results or Portfolio Budget

Our financial results overall and for House are detailed elsewhere. Please refer to the appropriate reports for this information.

Objectives for 2016

I will be moving into the Past Commodore position for 2016-17 and as such will have a different role. If I have the blessing of the new Flags group, I will increase my activity within Junior Sailing and Harbour Redevelopment and work with the appropriate directors and our staff to improve our policies and processes. I plan to assist with the drafting of grant applications in the coming year to support JS.

Long Range Planning: Strategic Planning Document

The attached document is the culmination of the work done by volunteers over the last four years. Information gathered through focus groups and SWOT analyses, documents drafted by the previous Strategic Planning committee, input from Town Hall meetings, countless letters from members and lastly the members of the Commodore's Committee have been used to craft and test the content. Recently, the document was shared with a group of representatives from the diverse groups at KYC and further refined. It is our vision that the understanding of our core values and business can help us to set consistent priorities for all our activities. The 2016 Board has approved its content and will send it forward to the 2017 Board for use and further refinement.

Summary and Acknowledgements

Please accept this report with my gratitude for allowing me to have the experience of working with the incredible group of volunteers at the Board table and at Flags. I have learned so much from my colleagues, from Past Commodores, from the staff and from members. I hope that I have been able to make a lasting impact and contribution in return. I look forward to working with the new Board as the Junior Past Commodore and to hopefully having a bit more time for sailing next year!

I must also once again, express my thanks to our General Manager, Greg McNab for his tireless work, patience and good humour as well as his vision and innovation. My sincere thanks also to our Club Controller John Whelan, Chef Neil Seguin, Yard Steward Brad Strawbridge and all the staff that worked with them this year: I am truly grateful for their hard work and dedication.

Respectfully submitted,



Rosemary Wilson

Kingston Yacht Club



Our vision

We are a community of families and individuals sharing their love for the water and dedication to sailing and boating

Our mission

Build on our storied history and looking to the future. In service of our members, we strive to:

- + promote, encourage and educate to create opportunities for friendship and community***
- + continue a tradition of excellence in championing the sports of sailing and boating***
- + provide inviting, comfortable and sustainable facilities at the current location***

Respect

Fairness & Equality

Integrity & Accountability

Excellence

Our values

Promote, encourage and educate to create opportunities

- Support and provide sailing and sail training programs
- Partner with other sailing/boating organizations
- Provide education on water safety and seamanship
- Plan and host member social events all year
- Foster and encourage the development of and participation in activity groups
- Develop and expand a broad, stable membership base
- Promote volunteerism
- Participate in the local community
- Engage in municipal planning as appropriate: particularly with other waterfront partners

Continue a tradition of excellence in championing the sports of sailing and boating

- Host regattas and promote club racing
- Support and develop high performance sailing
- Develop, promotion and support diverse fleets
- Continue collaboration with CORK, RMC and Queen's University
- Honour the art, history and traditions of sailing
- Support the growth of the sailing community

Provide inviting, comfortable and sustainable facilities at the current location

- Ensure a safe harbour and support services
- Ensure financially sustainable programming
- Restore, update and maintain buildings and properties
- Create an accessible and energy efficient environment
- Provide a year 'round member services
- Maintain remote, recreational property

Our activities

2016-2017 Board of Directors Nominee Biographies

Ross Cameron Nomination for Commodore

I am proud to again offer my name as Commodore of the Kingston Yacht Club. I have had the opportunity to be involved at the Board level of this Club for much of the past three decades and, as such, have an understanding of where we've been as well as a keen interest in where we could go.

I'm a sailor, have been since I was five years old. I love being on and around the water and being involved in activities that help us get involved with it.

I retired from a teaching career in 2000, having worked in Ontario's public elementary school system as a teacher, vice-principal and principal for 37 years.

I'm an avid Senior Race Manager, running races for sailors in many places – Kingston, Toronto, Bronte, Oakville, Ottawa, Miami, etc. Life is tough!

A few years ago I was able to re-commission my little racing boat "Touch of Class" and to return to sailboat racing. Such fun we've had!

Since returning to the Board, I've had the opportunity to do detail work in many areas - harbour, property, sailing, implementing the strategic plan, etc. Our Club has embarked on an exciting voyage - mooring change, long needed remediation of facilities and new approaches to member services, among other things,

I look forward to continuing to support and contribute to the development of these kinds of ideas.

If I were to summarize, a dangerous thing to do, I like good ideas and, once found, acting upon them. I like communicating about issues, I like decisions and acting on them!

Robert Crothers Nomination for Vice Commodore

I have been fortunate to enjoy the Kingston Yacht Club and the sport of sailing in Kingston Harbour for as long as I can remember. When first taught to sail at KYC, there was a formal entrance gate at the bottom of Maitland St., dark green boathouses surrounded the inner harbour, one could swan dive from the southwest corner balcony and week night racers often used Sullivan Shoal (near the hoist) as a jibe mark. There have been many physical and organizational changes at KYC since my father and his cohorts were responsible to guide Club operations. Today, my wife Kate Simpson and I are fortunate to be cruising a Nonsuch 30 and I regularly enjoy racing a shark with my partner and a fun crew.

For the last four years, I have been involved with the Long Term Strategic Planning Committee, the Harbour Redevelopment Committee and the Commodore's Master Planning Committee all of which have been focused on the continuing long term success of KYC as a viable sailing club at our Maitland St. location. Being invited to participate as a Member at Large on the Board of Directors last year was a natural progression of both my interest and desire to give back (pass forward) to an organization that has been so generous to my family. I admit to being seriously concerned about the state of our infrastructure and the long-term financial viability of KYC. These are the subject areas where I hope to contribute my efforts.

My professional qualifications include hands on construction experience and over 30 years of architectural practice working with private developers, government and public agencies and both private residential and commercial clients. I am presently employed by the Facilities Management and Construction Services Department of the City of Kingston as a senior project manager and can proudly point to the successful completion of the Tett Centre for Creativity and Learning as my most recent assignment.

I wish to continue to contribute my interest, appreciation and project related abilities to the continually improving health and sustainability of our wonderful Club. Thank you.

Peter Cohrs
Nomination for Rear Commodore

I am happy to offer my name to serve as Rear Commodore again for the coming year. I won't bore you with a repeat of my fifty years of sailing history... but as you know I restored and happily sail the sleek and lithe 1969 C&C Frigate, "la Galouine". She's still a work in progress. She's so "fast", she has won the "Cuthbertson Cup" not once,... but TWICE! OK, enough of this tongue in cheek tome of my eclectic sailing history.

Seriously though, I am proud to once again offer to serve as Rear Commodore. I've been learning the ropes as "Rear", last year and am getting a good feel for it while working with the other Flags and Board Members. I am fortunate to have such supportive and talented people around me! I've served on the Board for four years now, and prior to that participated on the Harbour Committee. I've been quite comfortable with the progress I've been able to bring to the Club, with of course, the help and support of the Board, staff, and members alike. Change has been slowish, even moreso last year due to funding issues, but after a few years of "doing it", the changes are noticeable, and positive. We ARE making progress, and we ARE improving the general state of our infrastructure, and we will continue to press forward in a responsible and positive direction to the benefit of all. I believe that it is essential that we continue on this direction. The next few years will be crucial to our long term viability. We'll be darned if we do these projects, and more darned if we don't. Big projects are afoot, and as a fifth year Board member, I would be happy to help initiate, design and implement them. For my entire life I have doodled, designed, drawn and have built "things". For the last 35 years, architectural "things" are what I've designed. So, getting projects done, big or small (usually small) from stem to stern is my expertise..

Over the past four years, I have enjoyed very much working successfully with Board and staff on various projects, and have no reason to think that this will not continue. They're a talented bunch –all of them! There is a constructive rapport and positive mood which I enjoy. Most of the the pieces of the puzzle are there, and more are being mustered to build a greater KYC. To create better solutions, I am always receptive to positive ideas that will drive progress. I am always receptive to differing points of view on how to drive positive change. Those of us in the driver's seats will need your feedback and support to pull these projects off.

I'd like to thank all who have served on the Board last year. All have done Yeoman's work! A fond goodbye to those who have chosen to retire. And a hearty welcome to those who join on! You are needed!

In closing, I'll repeat what I wrote this time, last year, "When you stand back and look at it, the Kingston Yacht Club, with its aging and somewhat decrepit infrastructure, it's small size and cramped location, is really a small miracle on the water. That we "punch above our

waterline” is an understatement. We export fine sailors to the far reaches of the planet, and would a stranger visit our shabby little Club...? They’d be underwhelmed! Wow, what a place!What potential!
Exactly.....potential!
Couldn’t have said it better myself!”

Ron Hodges
Nomination for Finance Director

My time in Kingston and at KYC has been pretty brief: about 4-1/2 years, but I’ve been sailing for over 40 years. I taught myself to sail (badly) in an old Albacore (sail number 100!!) that I refinished, then I owned a Mirage 24 for about 30 years and now, to accommodate a larger cruising family, have the lovely Wynsum – a C&C 35 – beautifying the breakwall here at KYC. Over that period I have been a member of several yacht clubs ranging from the very large (RCYC, Boulevard Club in Toronto) and the pretty small (Oakville Yacht Squadron, Prince Edward Yacht Club).

My professional background is mostly in finance. I have an engineering degree (University of Toronto) and MBA (Harvard) and I have worked for banks, trust companies and a credit union. I have been president of a nationwide bank based in New York.

I am honoured to have been a Board member for 3 years and active in the Membership, Finance and Strategic Planning committees.

I love our club with its rich and long history and its unique downtown location. I worry that we must leave it to the next generation of Kingston sailors as a financially strong and vibrant club, with a solid infrastructure. My fairly recent arrival here at KYC means a fresh set of eyes; my experience with many sizes of yacht clubs brings perspective; and my financial background may bring a useful skill set to KYC.

Nominations for Director at Large positions:

Ken Martin

I came to Kingston/Queen’s in the late 70’s for graduate studies in Computer Science & sailing and have been an active member of KYC ever since. I’ve raced & cruised in various dinghy and keelboat classes over the years, including Lasers, Sharks, J-24, C&C 30 and now a Beneteau 28.5. Sailing has been a passion of mine since learning to sail Flying Juniors in Charlottetown harbour at age 12.

Professionally, I’ve been involved in various high tech companies over the years, developing software and managing teams of developers. I have worked extensively in both private and public sector, for the last 10 years primarily in the health applications space. Currently, I work in the Dept of Family Medicine, leading a national technology team on a project that extracts data from primary care physicians office systems into a national database for use by researchers, governments and physicians across Canada.

I’ve really enjoyed this past year working with other members of the board and the Sailing Committee. This has given me a chance to learn a lot about how KYC, how it works and to be able to contribute. I look forward to continuing that process in the coming year and am

particularly interested in expanding & enhancing the club racing program/activities and making it all available to more people.

Bob Story

Bob Story graduated from the Queen's School of Business and spent several years working in Kingston as General Manager of Theatre 5 and teaching Theatre Management at St Lawrence College. After a stint running the office of a finance company in London, England he moved to Toronto to open up an art gallery and picture framing business with his wife. During this period he was a stay-at-home dad for two years. Following a return to school to study software development he worked and lived in California, France and England. Returning to Toronto again in 1992 he focused on the Web and e-commerce, establishing virtual businesses, working with on-line payment mechanisms, globalization and PKI (Public Key Infrastructure). He actively participated in setting e-commerce standards in Canada through private sector and federal government committees. Prior to coming to Kingston he was **Director** of Commercial Services at Visa Canada in Toronto. Bob splits his time between enjoying Kingston and his partnership in a firm which builds houses in the Atlanta, Georgia area.

Zenith (ZE) Keeping

Recently retired from Canadian Armed Forces in March 2015, it was my honour to serve for 35 years. I was fortunate to attend Queen's University to obtain an undergraduate honours degree in computer science and as such used my expertise to support communications networks in Canada and overseas. My last position was as Chief Information Officer (CIO) at the Royal Military College of Canada in Kingston. My time in uniform gained me experience in strategic planning, business planning and procurement.

I have lived in Kingston several times over my career and now consider it my home. I joined KYC approximately 10 years ago and enjoy cruising with my husband Peter and dog Buzz on board our newly acquired Hunter Legend 37.5 – Off Leash. I have enjoyed racing on a few club boats, but my heart is with cruising and the friendships that come from that. I have happily tended to Jemmett's Landing with Peter to keep this gem viable to our club members and hope to continue to support this property. Peter has been my link to sailing and he and I enjoy the club for its friendships and activities.

This past year I have been working as Junior Sailing (JS) Director at Large as well as participating in the membership Committee. JS is a very large and challenging portfolio. As a novice, it was particularly challenging for me to understand the needs of the programs and to balance the work schedule. I have enjoyed the team effort of the board and our abilities to support each other. It is my hope to continue with the JS program and bring in another Director to add to the programs needs and help keep refreshing the roles. I look forward to another successful year for the club by serving you on the board and its many activities and programs.

Kevin Deluzio

I have been a KYC member since 2007. I started in the Adult Learn to Sail program the same year I bought my first sailboat – a shark (Pax). My children participated in the Learn to Sail program for about 4 summers (2008-12). I am a proud member of KYC and it is an important

part of my family's leisure time for sailing, swimming and enjoying the food and beverage services. I have raced in the shark fleet occasionally, as crew on other sharks, or as skipper on my own. This past year, we moved to a larger boat (C&C 30 - Secret World), and the focus was on sailing/cruising this past summer, with hopes of returning to racing in the future.

So, after almost 10 years at KYC, I have been looking for ways that I may be able to contribute to the club. Therefore, I am pleased to offer my services as a Member at large on the Board of Directors. I am a professor at Queen's University, and currently the Head of the Dept. of Mechanical and Materials Engineering. I would hope that my experience as an engineer and administrator, and my enthusiasm for this exciting time at KYC would prove useful to serving the needs of the club

Robert Weguelin

I moved to Kingston with my Canadian wife, Christina, in 2015 from Lymington, southern England. We have been KYC members since 2014. Christina and I are delighted to be members of the vibrant sailing community that is Kingston Yacht Club.

I was fortunate and thoroughly enjoyed being Race Management coordinator at the Club for season 2016 and supporting the regattas hosted by the KYC. By trade, I am a Yacht Designer, Design Engineer Consultant and Project Manager with some 45 years of marine industry experience (mainly in the Grand Prix Racing and Superyacht sectors).

My own sailing spans racing from international keelboat levels to club racing and transatlantic. A fortunate 'mis-spent youth'! I have also been involved in Race Management volunteering with the Royal Lymington Yacht Club, RYA Olympic Classes regattas and also as part of the Race Team at Olympics 2012 on Portland, UK. I was also Captain of Junior Sailing at RLymYC in the late 1990's.

Although I am a relatively 'junior' member, I recognise that KYC faces challenges ahead, both in development of its own infrastructure needs and as part of the fast evolving City of Kingston. I am impressed by the high standards of racing and sportsmanship within the club at all levels. In particular, the commitment that the Club makes to promoting and fostering our sport in so many areas - Junior, Able Sail, Community Sail. The legacy of this is evident and I would wish to promote the opportunities afforded by the sport of sailing to as many as possible.

KYC has a great and growing reputation for hosting world class regattas and high levels of professionalism in this area. It is great for the us all to enjoy these high quality 'visitations'. They offer great volunteer participation with opportunities to practice seamanship skills; they also raise the profile of the Club with the sailing community and the city, and are one of the many vital revenue streams that form part of the Club's trajectory.

Sailing, design and business have been my passions throughout my career. At KYC, I see the opportunity to join with others and offer my own knowledge and experience to advance the Club's goals. It is a great honour to be invited to join the Club Board.

Tom Hoppe

I have been a member of KYC since 2008 and have enjoyed the club and what it means to the community. I have served on both the membership committee as well as the Commodores strategic committee. After serving 20 years in the Canadian Armed Forces continued my education in the field of human resources with a master's degree in Leadership and Organizational development. My volunteer work involves serving as National President for a veterans organization involved in the development of legislation to assist our nations' veterans and as Chair for the Federal Veterans Ombudsman advisory council. I have also assisted some non-for profit organizations in developing their vision and mission strategies and currently work for the provincial government. I feel KYC has a lot to offer to the community and I would like to be part of the process in moving the club forward.

Matt Fair

Matthew Fair has been a member of KYC since 2002. Matt is active in the Shark fleet and is very passionate about racing. Matt grew up racing Albacores, 420, Laser 2 and Lasers and worked as a sail instructor for 7 seasons. His son James has been a KYC JS participant since he was 6 years old.

Matt is the owner of 14 Theories Inc, a local web development firm and has just retired from a 5 year stint on the Kingston Chamber of Commerce board of directors where he participated on the finance, revenue, membership, and connect committees. While part of the Kingston Chamber of Commerce board of directors, Matt also served for 3 years as the liaison to the Downtown Kingston Business Improvement Area board of directors in an ex-officio capacity. Matt's business interests lie in governance, finance, and using information technology assets to improve marketing and corporate performance