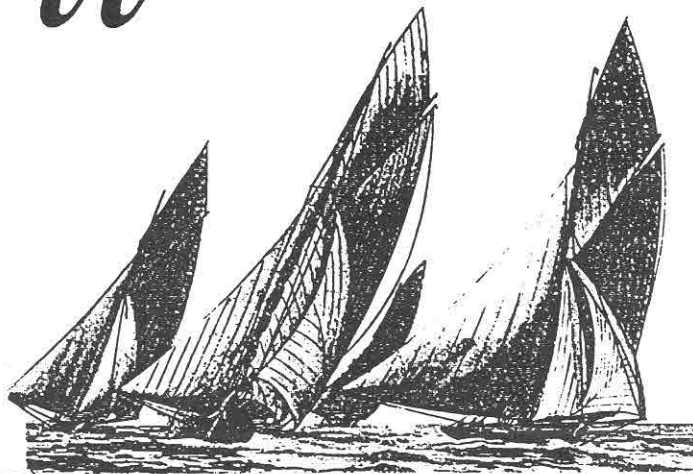


QUEEN CITY YACHT CLUB

CLIPPER

January - February 1993

Launch:
April 17-18
24-25



QUEEN CITY YACHT CLUB

BOARD OF DIRECTORS

COMMODORE

Wayne Smith
R: 282-9667
B: 869-2066

ENTERTAINMENT CHAIRMAN

Bruce Beyer
B: 940-0822
R: 607-0903

YARD CHAIRMAN

David Kent
R: 497-1815

VICE COMMODORE

Mark Saunders
R: 698-6674
B: 926-3320

MEMBERSHIP CHAIRMAN

Mary Partridge
R: 469-8384
B: 469-8384

PUBLICITY CHAIRMAN

Andy Lithgow
R: 251-5669
B: 273-5656

REAR COMMODORE

Ron Mazza
R: 203-0996
B: 977-5335

GROUNDS CHAIRMAN

Doug Stevens
R: 889-7528
B: 239-1155

JUNIOR CLUB CHAIRMAN

Moira Coull
R: 203-0917
B: 977-5311

FLEET CAPTAIN

Jim Thorndycraft
R: 322-5209
B: 777-3356

MOORING CHAIRMAN

Norrie Macdonald
R: 699-0639
B: 392-2363

PAST COMMODORE

JIM FINCH
R: 593-9294
B: 971-9171

TREASURER

David Hall
R: 465-7222
B: 465-6950

PLANNING CHAIRMAN

TOM KING
R: 923-5377
B: 392-2363

HONOURARY COMMODORE

BOB JOHNSTON
R: 845-3547

SECRETARY

Shirley Brown
R: 964-0749

New Club Phone Number:

203-0929

COMMODORE

Usually about this time in the year, after the festive season and the boat show, I start thinking about the boat again. This year is not much different from most years, in that I have made very little progress on all those little boat projects that I planned to do last fall, although, insofar as our Club is concerned, your Board of Directors has been very active.

The Management Committee has met twice, in December and early January, and the full Board met in January. At this time, the Management Committee has identified and focused on three priorities: our finances, including our 1993 budget and fee schedule; our house operation (restaurant and bar); and our need to increase membership. Although each officer and committee chair will report on the progress and action that has been undertaken in their respective areas, I wish to set out briefly the broad direction that the Board has taken concerning our important priorities.

Financially, our emphasis is on sound management, careful planning, and strict cost and spending controls. David Hall, who carries on duties as Treasurer this year, has made significant progress towards a more accurate functionaliza-

tion of costs by department. This has allowed us to develop pro forma 1993 budgets and financial statements, and will be an important tool in control and management of the Club. Our objective is to achieve a level of financial performance which will be sufficient to sustain our existing operation and provide for growth and improvements that are necessary.

We are, however, very cognizant of the tough economic conditions that challenge many members and the Club alike. We believe that our budget and approved 1993 spring fee schedule recognizes these realities.

We sought, during December 1992, expressions of interest to lease our restaurant and bar operation. We have received several responses which will be investigated in the coming weeks. Our objective is to provide the best possible quality, service and value to the membership at traditional rates of profit for the Club.

It should not surprise anybody that membership growth has been given a top priority. Obviously, the strength and vitality of our Club depends on its membership. Given the state of the economy,

it is not particularly alarming that our senior membership is down somewhat and we have some available moorings. Many other clubs are in the same condition. Despite this, our objective is to restore senior membership to full capacity and utilize all available moorings.

Mary Partridge, this year's Membership Chairman, has proposed, and the Board approved, several membership drive initiatives. While we are hopeful that these initiatives will be successful, I want to emphasize that our best promoters of the Club should be the members themselves. We have a lot to be proud of in our Club: the facility, the location, the programs and events are second to none. Value is exceptional. Everyone must help increase the awareness of Queen City to potential members.

A final matter that I wish to report upon concerns the draft Ontario legislation, Bill 61, Toronto Island Residential Community Stewardship Act. We are thankful to Ron Mazza for bringing this legislation to the attention of the Board. I attended a public hearing before the Standing Committee on General Government regarding this Bill on January 27th, 1993, and made a presentation on behalf

of Queen City. Basically, what the proposed legislation is intended to do is to provide for the continuation of the residential community on Algonquin and Ward's Islands. It is proposed that this will be achieved by the transfer of all title and interest in land owned by the Municipality of Metropolitan Toronto and the City of Toronto, excluding certain scheduled property, to the Province of Ontario. The Province will then lease the land to a newly-incorporated Toronto Islands Residential Community Trust Corporation for 99 years. The Trust will in turn sell leases to the house owners. Queen City leases property on Algonquin Island, and shoreline on both Algonquin and Ward's Islands from Metropolitan Toronto. We are, therefore, very interested in the proposed legislation.

The Bill as presently written excludes all lands on Algonquin Island leased and occupied by Queen City from the treatment contemplated under the Bill. Therefore, these lands will continue to be owned by Metro, and our existing lease will continue to apply. The Bill does not, however, exclude the shoreline leased and used by Queen City on Algonquin and Ward's Islands. This apparent oversight

would mean, if left unaltered, that our lease of this shoreline from Metro would be voided. Clearly, this is unacceptable. Roughly two-thirds of our moorings and our Junior Club occupy this area.

I pointed out this discrepancy at the public hearings. I stated that while we support the continuation of a strong and vital island community, we are very concerned that the creation of the proposed trust not alter, damage or compromise in any way our existing rights and privileges. I pointed out that Queen City is the longest continuing resident of Algonquin Island. I recommended that our existing lease of the shoreline from Metro be retained, or, alternatively, that we be granted a 99 year lease from the Province. I identified that our access to and from boats through the parkland that is adjacent to the moorings must be maintained, and that the current level of services on the Island be continued. I expressed concern that a government authority must maintain responsibility for the seawall maintenance and the preservation of the shoreline. At this point in time we do not have any reason to be concerned that the necessary clarification of Queen City's status on the Islands can-

not be added to Bill 61. Nonetheless, with the help of Don Martin, we are pursuing this matter with the various levels of government.

If you would like to see a copy of Bill 61, please contact Shirley Brown, our Club Secretary.

Wayne Smith,
January 31st, 1993.

VICE COMMODORE

Looking out of my living room window at the four inches of snow that fell yesterday, it is hard to think of sailing. However, I and many of the Board have already been spending a lot of time on Club business, in preparation for the upcoming season.

This year the Management Committee and Board have decided on three major priorities for the Club. In no particular order they are: focusing on tight financial management and budget control, increasing our membership base, and the restaurant/bar operation.

On the financial side the Club continues to face challenging times. We are not a large club compared to some of the surrounding clubs, thus do not have the critical mass and economies of scale of some clubs. Being small, island-based, and only operational for the summer months, we are quite unique.

With the tremendous work of David Hall we have a much better understanding of our financials, because David is very organized with spreadsheets and models - we already have a 'first-cut' 1993 operational budget (that is at least three months ahead of last year). This

was reviewed by the Board in January, and will be fine-tuned as the individual Board members develop their detailed plans.

As reported at the A.G.M., last year we had a net loss of \$4,150; in 1993 we will again be challenged to balance the budget.

Last year was a year of small improvements around the club, so it is not as though we have huge amounts of revenue that can be used for large maintenance and capital improvement projects. Clearly, the Club is in need of more revenue to fund such initiatives. However, the Board is very conscious that the recession has not been kind to a number of our members, and are quite committed to keeping fee increases to a minimum.

The Board decided that it would not have an assessment (this is the only way today we could afford significant projects) in the Spring billing, but may be forced into some kind of assessment later in the season.

It will be very important that the costs of the projects that will be undertaken be kept to a minimum, and the membership can contribute to that by attending work

parties and using their creativity, skills and contacts to achieve maximum leverage for the Club in these challenging times, thus enabling the Board to keep fees and assessments to a minimum.

The second major priority for the Board this year is to focus on increasing our membership base. Being successful on this initiative will enable us to replace revenue that has dwindled due to the decline in our membership over the past four years. The Senior membership category contributes 83% of our revenue from fees, so while increases in other membership categories would be good, increasing our Senior membership units is critical. Since 1988 our Senior membership has gradually declined from 149 to 125 today (give or take one or two). Assuming that on average a senior member would contribute \$2000 in fee income, that translates to \$48,000 a year! Recognizing the importance of this, the Board agreed to a comprehensive Membership proposal presented to the Board by Mary Partridge. Mary has worked very hard in a short time to put a strong action plan together (see Mary's report).

At its first meeting the Management

Committee decided that it would explore re-tendering the restaurant and bar operations. An 'expression of interest' advertisement was run in the *Toronto Star* just before Christmas, and we received a number of responses which we are in the process of following up. In addition, Wayne and Nancy Smith conducted a survey of surrounding clubs; almost all sub-contract out both the bar and restaurant.

To date we have met with the National Yacht Club to get their insights and comments, and are in the process of putting together a 'prospectus'.

In order to determine which projects, maintenance or improvement will be recommended to the Board for implementation, we have formed a Projects Committee, consisting of Tom King (Planning), Dave Kent (Yard), Norrie MacDonald (Mooring), Doug Stevens (Grounds), and myself. The role of this group will be to plan, prioritize, develop budgets, and organize projects.

The key to the success of any of these projects will be the willingness of the membership to participate in the execution.

I would like to close by saying that I

am very encouraged by the Board and how already a lot of Board members are working very hard to position the Club to get off to a good start to the upcoming season.

Look forward to seeing you in the yard.

Mark Saunders

