

The Cold Lake Sailing Association

The Cold Lake Sailing School

Business Plan

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1 Executive Summary

The Cold Lake Sailing School (CLSS) will operate under the Cold Lake Sailing Association (CLSA) which is incorporated as a non-profit under the Alberta Societies Act.

CLSS is dedicated to providing fun, educational and competitive sailing opportunities for people of all ages. CLSA has been in existence for over 20 years, it is time the association promotes sailing in the community by offering evening and weekend sailing course. Five boats have been purchased on 2021 to facilitate this mission. The program will start by offering nine (9) courses in the first year, each course able to accommodate up to ten (10) students.

Based on the 2022 projected budget, funds of \$8,200 will need to acquire from grants, sponsorships and fundraising in order to meet 2022 budget goals. Expenses going forward will be covered by the sailing school course fees. Income and expenditure is recorded in a ledger and the accounts are audited annually. All sailing school finances are presented at to the CLSA members at the AGM.

Future development plans include:

1. Working with the Economic Development Advisory Committee (EDAC) to construct a permanent structure for the sailing school;
2. Acquisition of a keel boat to offered a greater variety of lessons;
3. One additional course available each year.

Our visions is a long-standing sailing development program that encompasses a competitive youth sailing team.

2 Company Description

The Cold Lake Sailing School is a program run by the Cold Lake Sailing Association focused on providing accessible sailing opportunities for youth and adults in the community. The school offers Sail Canada certified CanSail courses for all sailing abilities with opportunities to pursue competitive sailing.

In order to engage with the community and to encourage more youth participation there are few mentorship positions available. Interested youth aged 15 and up are partnered with one of the instructors and mentored in coaching techniques, sailing skills, leadership skills and more. At the end of the mentorship youth will be given the opportunity to apply to become certified sailing instructors and will be offered a permanent position within the Cold Lake Sailing School.

3 Market Analysis

The closest sailing program is 350 km away on Wabamun Lake. The cost of group lessons in Alberta ranges from \$350 - \$400 dollars for 35-40 teachable hours.

Most sailing programs in Alberta offer youth day camp programs throughout the summer. Due to limited instructor availability this option will be considered once full time instructors become available.

Evening courses, such as those offered at the Glenmore Sailing School, have been successful in youth over the age of 11 as well as adults.

4 Management and Organization

The Cold Lake Sailing School is a program owned and operated under the Cold Lake Sailing Association (CLSA). The CLSA is incorporated as a non-profit under the Alberta Societies Act.

The CLSA executive board members are elected annually and are responsible for the day-to-day operation and financial planning of the CLSA and all programs within the association. The existing board of directors as outlined in the CLSA bylaws are:

- Commodore;
- Vice-Commodore;
- Secretary/Treasurer;
- Fleet Director;
- Race Director;
- Regatta Director.

A detailed role description can be found in the appendix.

The position of Sailing School Director is an employed position, the individual being selected and hired by the CLSA executive board.

The Sailing School Director is responsible for all day-to-day operation of the Cold Lake Sailing School, management of the school staff and volunteers and maintaining the CLSS financial accounts and budget. Large deviations in excess of \$500 in the CLSS budget will need to be reviewed and approved by at least two (2) executive board members, one of whom must be the Secretary/Treasurer.

5 Services

The sailing instructional program will be run on the CANSail curriculum by certified Sail Canada instructors. We will have five 420 dinghies available which can accommodate 2 people per boat.

Programs will be run from the start of June to the end of August. Each scheduled class will be run for one month and have up to 10 students. Course fees are \$350 per student.

The tentative program schedule for each month would be as follows:

June 2022		
Tuesday/Thursday	Saturday	Sunday
Intro To Sailing 6-9 pm	Intro To Sailing 9 am-4pm	Intro To Sailing 9 am-4pm

July 2022		
Tuesday/Thursday	Saturday	Sunday
CANSail 1/2 6-9 pm	Intro To Sailing 9 am-4pm	CANSail 1/2 9 am-4pm

August 2022		
Tuesday/Thursday	Saturday	Sunday
CANSail 1/2 6-9 pm	CANSail 1/2 9 am-4pm	Intro To Sailing 9 am-4pm

This is a skill based program versus a traditional pass/fail course. This means each course can be tailored to meet the experience and skill set of the group. No previous sailing experience is required for participants. Various levels of courses are offered through the sailing season to allow students to return and build upon the skills they have developed.

Classes will cover the following and much more:

- Boat safety
- Terminology
- Knots
- Rigging
- Sail hoisting
- Steering
- Boat balance
- Sail adjustment
- Sailing upwind (tacking)
- Sailing downwind (gybing)
- Capsize procedures (with simulation on dry land)

Classes will be a combination of on land theory followed by guided on water instruction and sailing exercises to practice learned skills. The emphasis is on hands-on experience in the boat and sailing with other students under instructor supervision.

The program combines on land and on water teaching and can be run in all weather conditions, with more focus given to on land instruction on foul weather days.

6 Marketing Plan

The Sailing school is promoted through

- Website
- Social Media (e.g. Facebook, Instagram)
- Posters placed around town and schools
- Newspaper articles
- Word of mouth
- Open crew positions during Wednesday night racing and Regattas
- Start of Season Open Sail Day

The Cold Lake Sailing Association has a good track record of attracting locals to the Wednesday night races. Many of these locals have expressed interest in taking sailing courses and have continued to regularly frequent the Wednesday night races. The monthly regattas and weekly races have regularly been featured in the local newspaper.

The youth mentorship program will be marketed to youth 15 years and older as a volunteer based program. Advertisement will be placed in local schools as well as communicated to local youth groups such as the Sea Cadets.

7 Logistics and Operations Plan

7.1 Existing Assets

- 1 Laser equipped with full rig sail, mast, rudder and centerboard
- 1 Arrow Dingy equipped with main and jib sail, mast, rudder and centerboard
- 5 C420 Dinghies equipped with main and jib sail, mast, rudder and centerboard
- 1 Quicksilver inflatable coach boat with 2 HP outboard motor and trailer

7.2 Future Assets

- 30 Lifejackets
- 2 Boat dollies
- 5 boat bunks for storage
- Teaching supplies (white board, dry erase markers, etc.)
- Storage and Teaching see cans (leased from the City of Cold Lake)
- Wide range of hand and workshop power tools
- Fiberglass and gel coat repair materials
- Buoys

7.3 Operations

7.3.1 Location and Facility

The Association is in discussion with the City of Cold Lake regarding the sailing school location. Currently the location being discussed is the waterfront beach west of Kinosoo Beach, west of the basketball courts. This location is ideal as it has access to the waterfront, dock space and serves to advertise the sailing school to anyone on Kinosoo Beach. There is access to public washrooms and changing facilities at this location.

To start the sailing school will operate out of see cans provided by the City of Cold Lake. The see cans will serve as storage for equipment as well as an indoor teaching space on foul weather days. The see cans can also be utilized as winter storage for the boats.

The boats will be stored on bunks outside during the sailing season, they will be secured to the bunks with a lock to prevent theft.

7.3.2 Boat maintenance

Boat maintenance will be done by the sailing instructors as well as willing members of the CLSA. Small fixes such as lost parts and minor repairs can be done on location. Larger repairs such as fiber glassing will need to be done off site as it will require the use of power tools and hazardous materials.

7.4 Compliance with Legal Responsibilities and Insurance Requirements

All sailing instructors are insured under the Sail Canada Liability Policy (\$2M).

The sailing school will be insured for general liability which will include coverage for on water activities.

The fleet of boats will be insured for property damage.

The Cold Lake Association will need Directors and officer's liability insurance to protect the individual board members.

Sailing school participants will be required to fill out waivers of liability as well as release waivers prior to participating in a course.

Health & Safety policy to be created and kept up to date (included in review process)

7.5 Instructor Development and Retention

There are currently three available part time sailing instructors. Current instructors will be partnered with youth as a part of the youth sailing mentorship program. Each youth will spend their mentorship developing their sailing skills, assisting their mentor, leading the class in on land and water lessons. At the end of the mentorship, youth will be offered a permanent teaching position upon successful completion of Can Sail Instructor certification clinics.

In addition to the Sailing Youth Mentorship Program the courses offered permit an interested individual to complete all necessary sailing certifications in a sailing season in order to be eligible for instructor training. Interested individuals will be offered mentorship and volunteer opportunities to further develop their sailing and coaching skills. The goal is to have at least one new certified CanSail instructor by the end of each year.

Instructor pay is determined based on their Can Sail instructor certification level and their years with the Cold Lake Sailing School. Starting wages as well as wages caps can be seen in the table below.

	CanSail 1/2 Certified	CanSail 3/4 Certified	CanSail 5/6 Certified
Starting	\$18	\$20	\$22
Cap	\$20	\$24	\$26
Annual Growth	\$1	\$1	\$1

8 Financial Plan

All income and expenses will be reordered by the Sailing School director in a ledger, accounts will be audited annually. The sailing school financials are presented annually at the CLSA AGM.

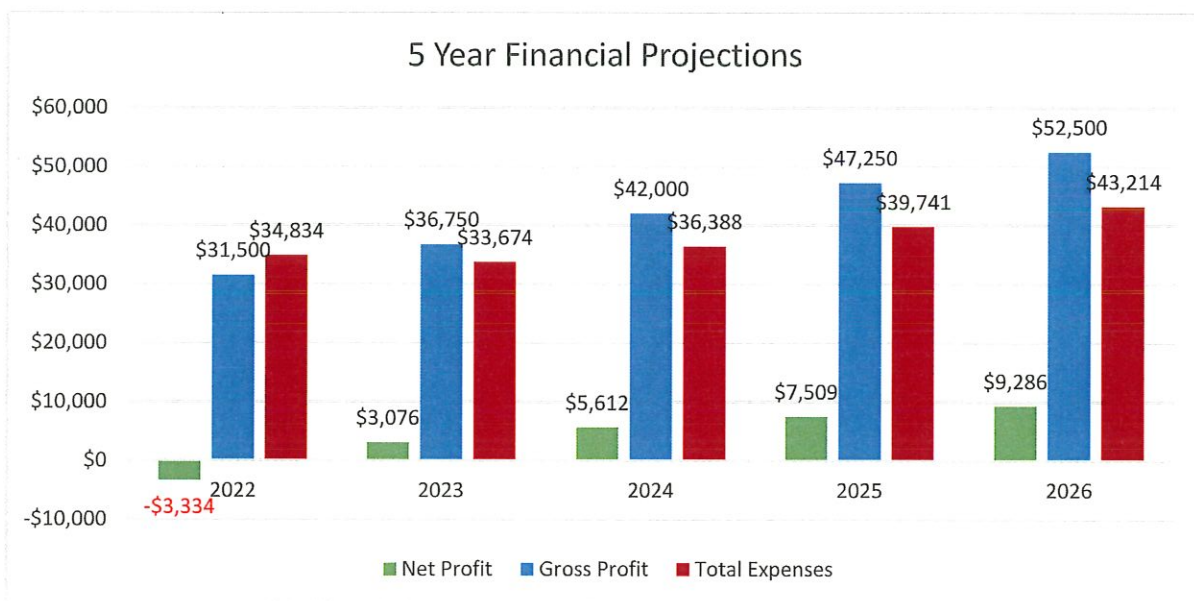
The Cold Lake Sailing Association funds will be kept in a separate account from the Cold Lake Sailing School funds. This is done to maintain separate budgets and to distinguish between the different funding sources. Sailing school funding comes from grants, donations and sponsorships. As this funding is not guaranteed the budget and financials will be updated as new funding becomes available.

8.1 Financial Projections

Initial acquisition of boats has been covered by the 2021 CLSA budget. All other initial start-up costs (see 2022 budget in the appendix) will need to be funded by applying for grants, fundraising and corporate sponsorships. A minimum of \$8,200 will be needed for start-up equipment and initial operating costs.

If start-up cost cannot be met through grants, fundraising and sponsorship the Cold Lake Sailing Association will need to take out a line of credit in the amount of \$8,200.

A contingency of 15% of total expenses has been added to the budget and is reflect in the projected net profits.



9 Future Program Development

Future program growth is planned around one additional CanSail certified instructor each sailing season. This will allow the program to offer an additional course each month.

In 2023, it is planned to acquire a school keel boat to offer keel boat specific sailing. This will encourage adult sailing and garner interested in the Wednesday night keel boat racing.

Year	2022	2023	2024	2025	2026
# of Instructors	3	4	5	6	7
# of Courses offered per Month	3	4	5	6	7

The association is also working with the Economic Development Advisory Committee (EDAC) to construct a permanent structure to serve as the Cold Lake Sailing School.

10 Appendix

10.1 2022 Budget

COST ITEMS	TOTAL ANNUAL COST	TOTAL ANNUAL PROFIT
Start-Up Cost Total	\$3,463	\$0
Life Jackets (\$30 ea x 30)	\$900	
Teaching Material (Whiteboard, markers)	\$200	
Coach Boat Trailer Registration	\$163	
Boat Bunks	\$300	
Boat Dolly's	\$500	
Boat Locks	\$150	
Buoys	\$500	
First Aid Kit	\$300	
Website Development	\$450	
Maintenance Cost Total	\$2,350	\$0
Boat Repair (Fiber glassing, equipment)	\$300	
Boat Spare Parts	\$750	
Spare Sail	\$600	
PPE & Safety Equipment	\$200	
Tools	\$500	
Insurance Cost Total	\$15,000	\$0
Insurance Estimate (DNO, General Liability, Property)*	\$15,000	
Directors and Officers (D&O) Liability Insurance	\$0	
General Liability Insurance (Including Legal Liability)	\$0	
Property Insurance	\$0	
Operating Cost Total	\$3,807	\$0
Coach Boat Gas	\$1,500	
Printing	\$300	
Website Domain Name	\$17	
Website Server	\$240	
Website Update	\$100	
General supplies (Water, hand sanitizer, etc.)	\$600	
First Aid Kit Re-stock	\$300	
Advertisement	\$450	
End of Year Meeting	\$300	
Proceeds Total	\$0	\$31,500
Sailing Program Proceeds		\$31,500
Salary Total	\$5,670	\$0
L1 Sailing Instructor Salary	\$5,670	
Contingency	\$4,544	\$0
15% Contingency	\$4,544	
Grand Total	\$34,834	\$31,500
Net Annual Profit		-\$3,334

*The insurance estimate was provided by Gallagher Insurance, they insure multiple sailing schools and will provide a more detailed idea of cost upon final application for insurance.

10.2 5 Year Detailed Financial Planning

COST ITEMS	2022			2023			2024			2025			2026		
	TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT	
Start-Up Cost Total	\$3,463	\$0		\$550	\$0		\$100	\$0		\$100	\$0		\$100	\$0	
Life Jackets (\$30 ea. x 30)	\$900														
Teaching Material (Whiteboard, markers)	\$200			\$100			\$100			\$100			\$100		
Coach Boat Trailer Registration	\$163														
Boat Bunks	\$300														
Boat Dolly's	\$500														
Boat Locks	\$150														
Buoys	\$500														
First Aid Kit	\$300														
Website Development	\$450			\$450											
Maintenance Cost Total	\$2,350	\$0		\$1,550	\$0		\$1,550	\$0		\$1,550	\$0		\$1,550	\$0	
Boat Repair (Fiber glassing, equipment)	\$300			\$300			\$300			\$300			\$300		
Boat Spare Parts	\$750			\$750			\$750			\$750			\$750		
Spare Sail	\$600														
PPE & Safety Equipment	\$200			\$200			\$200			\$200			\$200		

COST ITEMS	2022			2023			2024			2025			2026		
	TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT	
Tools	\$500			\$300			\$300			\$300			\$300		
Maintenance Cost Total	\$15,000	\$0		\$15,000	\$0		\$15,000	\$0		\$15,000	\$0		\$15,000	\$0	
Insurance Estimate (DNO, General Liability, Property)	\$15,000			\$15,000			\$15,000			\$15,000			\$15,000		
Directors and Officers (D&O) Liability Insurance	\$0			\$0			\$0			\$0			\$0		
General Liability Insurance (Including Legal Liability)	\$0			\$0			\$0			\$0			\$0		
Property Insurance	\$0			\$0			\$0			\$0			\$0		
Maintenance Cost Total	\$3,807	\$0		\$4,307	\$0		\$4,807	\$0		\$5,307	\$0		\$5,807	\$0	
Coach Boat Gas	\$1,500			\$2,000			\$2,500			\$3,000			\$3,500		
Printing	\$300			\$300			\$300			\$300			\$300		
Website Domain Name	\$17			\$17			\$17			\$17			\$17		
Website Server	\$240			\$240			\$240			\$240			\$240		
Website Update	\$100			\$100			\$100			\$100			\$100		
General supplies (Water, hand sanitizer, etc.)	\$600			\$600			\$600			\$600			\$600		
First Aid Kit Re-stock	\$300			\$300			\$300			\$300			\$300		
Advertisement	\$450			\$450			\$450			\$450			\$450		
End of Year Meeting	\$300			\$300			\$300			\$300			\$300		
Proceeds Total	\$0	\$31,500		\$0	\$36,750		\$0	\$42,000		\$0	\$47,250		\$0	\$52,500	

COST ITEMS	2022			2023			2024			2025			2026		
	TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT		TOTAL ANNUAL EXPENSES	TOTAL ANNUAL PROFIT	
Sailing Program Proceeds		\$31,500			\$36,750			\$42,000			\$47,250			\$52,500	
Salary Total	\$5,670	\$0		\$7,875	\$0		\$10,185	\$0		\$12,600	\$0		\$15,120	\$0	
L1 Sailing Instructor Salary	\$5,670			\$1,890			\$1,890			\$1,890			\$1,890		
L2 Sailing Instructor Salary				\$5,985			\$1,995			\$1,995			\$1,995		
L3 Sailing Instructor Salary							\$6,300			\$2,100			\$2,100		
L4 Sailing Instructor Salary										\$6,615			\$2,205		
L5 Sailing Instructor Salary													\$6,930		
Contingency	\$4,544	\$0		\$4,392	\$0		\$4,746	\$0		\$5,184	\$0		\$5,637	\$0	
15% Contingency	\$4,544			\$4,392			\$4,746			\$5,184			\$5,637		
Grand Total	\$34,834	\$31,500		\$33,674	\$36,750		\$36,388	\$42,000		\$39,741	\$47,250		\$43,214	\$52,500	
Net Annual Profit	-\$3,334			\$3,076			\$5,612			\$7,509			\$9,286		

10.3 CLSA Executive Board Role Descriptions

The following role descriptions are excerpts from the *Cold Lake Sailing Association Standard Operation Procedure April 24, 2021*.

10.3.1 Commodore

- Is the primary Association spokesperson and public relations/media contact;
- Liaisons with City of Cold Lake / Marina / ASA / CYA / other yacht clubs and other agencies / individuals;
- Prepares / submits budgets as required;
- Is responsible for the end-of-season banquet and awards night;
- Promotes and encourages the sport of sailing and racing on Cold Lake through workshops, training, seminars, open house, courses, promotional events, etc.;
- Maintains an open-door policy with the Association members;
- Ensures that racing and social activities are conducted in such a way as to ensure the needs of the membership are met fairly and justly; and
- Ensures membership outside the executive receives all required support when carrying out Association business as directed by the executive.

10.3.2 Vice-Commodore

- Officiates and represents the Association in the absence of the Commodore;
- Is accountable to Commodore;
- Is the alternate Association spokesperson;
- Is responsible for Association merchandise selection / ordering / distribution;
- Is acting Commodore as required;
- Co-chairs Association meetings;
- Assists in the resolution of problems brought to the Executive by Association members;
- Coordinates family weekends;
- Maintains CLSA logbook (pictorial history book);
- Prepares / submits budgets as required;
- Assists with end of season banquet; and
- Organizes / advertises crane dates.

10.3.3 Secretary/Treasurer:

- Is accountable to the Commodore;
- Is the Association business spokesperson;
- Is responsible for all things financial and ensures that all business is transacted in the name of the Cold Lake Sailing Association;
- Budgets;
- Maintains an Association membership list;
- Maintains incorporated society status of the Association as per requirements of the Societies Act of Alberta and Alberta Corporate Registry by ensuring that:
 - a) The books and records of the Association are properly audited;
 - b) The audited financial statement is prepared for presentation to the members at the annual General meeting;
 - c) The approved financial statement and an original Society Annual Return is submitted to the Corporate Registry Office on or before the last day of April each and every year;

- d) Change Notices are submitted to the Corporate Registry Office within thirty (30) days of the date of change whenever changes in Executive names or information such as address and occupation occur;
- e) Change Notices are submitted to the Corporate Registry Office within fifteen (15) days of the date of change whenever the address of the Association's registered office changes;
- f) Amendment to objects and/or Bylaws or name of the Association are done by Special Resolution and submitted to Corporate Registry Office as an Amend Notice; and
- g) Every Change/Amend Notice, Special Resolution and/or Annual Return submitted to Corporate Registry Office is signed and dated by authorized member of the Executive.

10.3.4 Fleet Director

- Is accountable to the Commodore;
- develops, establishes, maintains, and assigns handicaps;
- Convenes and chairs:
 - a) protest resolution committees; and
 - b) handicap review meetings;
- Is responsible for race / regatta result scoring;
- Is responsible for updating race and regatta results on the website; and
- Selects members to sit in protest meetings.

10.3.5 Race Director

- Plans and executes the week day sailing events of the Association;
- Is accountable to the Commodore;
- Is the race spokesperson;
- Prepares / submits budgets as required;
- Coordinates all race activities (including but not limited to marketing, registration / hospitality, resources, race management, finances, scoring / protests);
- Prepares race information packages;
- In consultation with the executive, is responsible for the placement of permanent marks;
- Coordinates committee / safety boats;
- Submits race time results to Fleet Director for scoring;
- Liaisons with ASA Race Management Chairperson if applicable; and
- To assume all Regatta Director Responsibilities in the absence of the Regatta Director.

10.3.6 Regatta Director

- Plans and executes the weekend sailing events of the Association;
- Is accountable to the Commodore;
- Is the regatta spokesperson;
- Prepares / submits budgets as required;
- Coordinates all regatta activities (including but not limited to marketing, registration / Hospitality, resources, race management, finances, scoring / protests);
- Is responsible for the placement of temporary marks;
- Prepares regatta information packages;
- Coordinates committee / safety boats;
- Submits regatta time results to Fleet Director for scoring.