



## Strategic Plan

# CFSA-X Capital Project Annex I

## Moorage Demand

*"Believe me, my young friend, there is nothing -  
absolutely nothing half so much worth doing as  
simply messing about in boats."*

— Kenneth Grahame, *The Wind in the  
Willows*

## Introduction

The following analysis is the basis for business case assumptions about paying moorage at the CFSAX. It provides results of the membership survey and historical records as well as an analysis of moorage capacity at the new location.

### Bottom Line up Front:

Business Case Assumptions Resulting from this Analysis

***At IOC, CFSAX will have 116<sup>1</sup> paying boats of average length 30 feet, totalling 3480 linear feet of moorage.***

***CFSAX moorage will grow from 3480 feet at the rate of 3% of 2022 numbers per year (approximately 104 feet annually) until a capacity of 4100 feet is achieved in 2029.***

***CFSAX is assumed to generate \$55,000 per year from visiting transient moorage revenue. This revenue will be assumed to decline by \$11000 per year until FY 2029/30 at which point it will remain at \$15000.***

***The business case will make the assumption that 5% of members pay late. This means that 5% of the billed moorage will not benefit from the 1 dollar discount but will pay the full rate.***

***The historical simple average will be used to calculate member type distribution for revenues.***

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<sup>1</sup> The number of boats is not the operative value in the moorage calculation, but the billable length of moorage.

## Historic Rates of Moorage

The following table shows the numbers of boats per membership class moored at CFSA. The Greyed portion of the table is for paid moorage. In white, are the numbers of moored boats in the main marina area where moorage is granted without charge.

31-Mar	2013	2014	2015	2016	2017	2018	2019	2020
Regular Serving	40	35	47	34	37	40	30	27
Regular	42	49	31	46	46	46	47	51
Ordinary	16	11	10	9	12	12	7	8
Associate	19	20	22	20	22	22	23	30
Lifetime	2	2	2	2	2	2	2	1
Total Paying Boats	119	117	112	111	119	122	109	117
Linear Feet							3307	3534
DSA	6	6	6	6	6	6	6	6
Club	1	1	1	1	1	1	1	1
Sea Cadets	0	0	4	4	4	4	4	5
<b>TOTAL BOATS</b>	<b>126</b>	<b>124</b>	<b>123</b>	<b>122</b>	<b>130</b>	<b>133</b>	<b>120</b>	<b>129</b>

\*Numbers based on known averages, and estimated based on total paying boats.

When the above numbers of boats by membership category are averaged between 2016 and 2020 the following are found:

	Avg #	Avg %	Simple Avg
Regular Serving	37.6	32.5%	33.0%
Regular	43.9	37.9%	38.0%
Ordinary	11.0	9.5%	10.0%
Associate	21.1	18.3%	18.0%
Lifetime (Regular)	2.0	1.7%	1.0%
<b>Total Paying Boats</b>	<b>115.6</b>		

The simple average is a rounded number based on trends that are being used for planning purposes. Lifetime members have been granted life membership in the club and no longer pay membership dues, but pay Regular moorage rates.

**BUSINESS CASE ASSUMPTION:**

*The historical simple average will be used to calculate member type distribution for revenues.*

Price of Moorage:

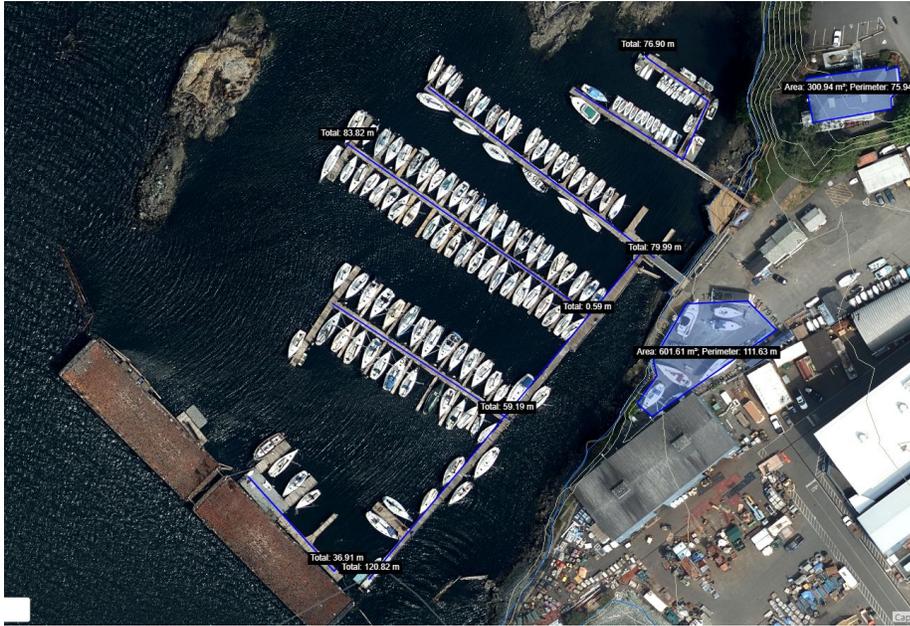
Historic Moorage Rates (Per foot per month)				
Rates	2012-16	2017/18	2018/19	2019/20
Regular serving	\$3.70	\$3.85	\$4.43	\$6.70
Regular	\$3.85	\$4.00	\$4.60	\$7.00
Ordinary	\$3.85	\$4.00	\$4.60	\$7.00
Associate	\$4.00	\$4.15	\$4.77	\$7.30
All rates are subject to a \$1.00 discount if paid on time.				

The \$1 on-time discount is an administrative mechanism to reduce the workload of the wharfinger - a volunteer charged with administering the moorage of the club. Also, because of the importance of moorage to the club it has become important to incentivise this payment of moorage. The discount is received regardless of the method of payment, so long as the moorage invoice is addressed by the member on time, whether by monthly acquittance roll, monthly credit card payment or annual lump sum the discount is applied. This process reduces the need to follow up and chase delinquent accounts. For new moorage members, joining mid-year, the discount is offered if an invoice is dealt with within thirty days of issuance. Not all members pay on time. In recent years we have seen five to fifteen percent of moorage members paying after the deadline.

**BUSINESS CASE ASSUMPTION:**

*The business case will assume that 5% of members pay late. This means that 5% of the billed moorage will not benefit from the 1 dollar discount but will pay the full rate.*

## Current Moorage Capacity at the Legacy Location:



	Meters		Feet	
Lengths of Docks	458 m		1502 ft	
Fingers	115 fingered slips			
Small Fingered slips	Under 8.5m X 20	152m @ 7.6 avg	Under 28ft X 20	500 ft @ 25ft avg
Med Small Fingered slips	8.5-11m X 54	526.5m @9.75m avg	28-36ft X 54	1728 ft @ 32ft avg
Med Large fingered slips	11-11.6m x 24	271.2m @ 11.3m avg	36-38ft x 24	888 ft @ 37ft avg
Large Fingered slips	12.2m x 7	85.4m	40 ft	280 ft
TOTAL Fingered slips		1035.1m		3396 ft
Linear moorage*		150m		492 ft

Hard to access moorage **		80m		280 ft
FULL Maximum moorage		1265.1		4150 ft
Comfortable Billable moorage***		1006m		3300 ft

\* Some linear moorage has been reserved for haulout service as it is the only location that can be reached by the crane, and some has been reserved for visiting boats.

\*\* Much of the most northerly docks are too shallow for most keelboats and so has been reserved for club owned work boats and sailing school dinghies.

\*\*\* Because boats should be smaller than the finger they are berthed in and because not all non-fingered moorage is available past budgeting has used 3300 ft of billable boat length as a planning assumption.

## Moorage Survey

A survey of CFSA Membership was conducted in March 2020. Members were required to indicate in their membership renewal their intention with respect to moving to the new locations. Of the 117 member boats currently berthed at CFSA, 98% responded in the affirmative. In addition, 9 additional members indicated their intention to either bring a boat currently owned but not at the legacy site, or to purchase a boat and berth it at CFSAX.

The survey results would thus indicate 115 boats at initial operating condition (IOC), expanding to 124. As indicated above the simple average of 116 Boats is a good assumption.

Moorage Survey				
Households Surveyed			152	
Current Boat Owners				131
	Boat at CFSA			117
	Boat not at CFSA			14
	Boat not at CFSA to come to CFSAX			2
Members with moorage at CFSA				117
	Bring boat to CFSAX			115
	Not Bring boat to CFSAX			2
Members with no boat who will purchase and bring				7
Total extant boats to come			117	
Total potential boats to come			124	
Moorage members missed			4	

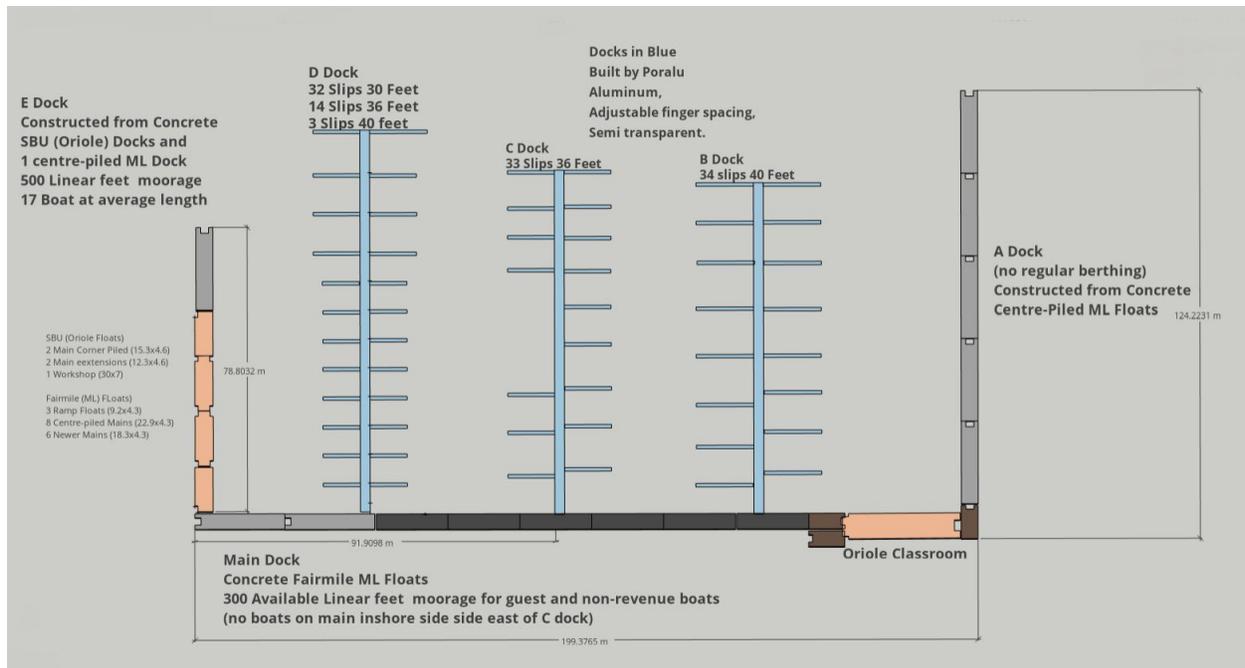
Size of boats:

Historic records of overall moorage rates calculated by total linear feet are not available prior to 2019. However, based on the 2019 and 2020 data the current average boat size is 29.8ft (30ft).

### **BUSINESS CASE ASSUMPTION:**

***At IOC, CFSAX will have 116 paying boats of average length 30 feet, totalling 3480 linear feet of moorage.***

# Moorage Capacity at CFSAx



Moorage capacity at CFSAX will consist of 116 fingered slips totalling 4132 Linear feet, plus an additional 17 berths (500 feet) along E dock. 300 linear feet on the inshore side of the main dock west end will be set aside for non-revenue and guest boats (The Main dock will not berth boats on the inshore side east of C Dock) This leaves a total paying capacity of 133 paying boats over a linear capacity of approximately 4600 feet. See table below.

It is important to distinguish between the number of boats and linear moorage capacity. In the new CFSAX, at IOC 116 slips will be occupied by 116 boats with a linear paying moorage of approximately 3500 feet. Over time, as average boat length in the club increases, those same slips could be occupied by 116 Boats totalling 4132 linear feet - an 18% increase for the same number of paying boats.

## Moorage Capacity at CFSAX

	Meters	Feet
Lengths of Docks	458 m	1502 ft
Fingers	116 fingered slips	
Small Fingered slips (30 feet and under)	30	
Med fingered slips (30-36')	36	
Large Fingered slips 36-45'	40	
TOTAL Fingered slips	1260 m	4132 ft
Main Dock Total available linear, Non-Fingered moorage (no boats of any type berthed South side of Main, East of C Dock)	92 m	300 ft
E Dock Total linear Non-Fingered moorage	152 m	~500 ft
Set aside for non paying boats	(92) m	(300) ft
Maximum Paying Linear Moorage Capacity	1412 m	4632 ft
Maximum number of paying boats****	133 Paying Boats at max capacity	

\*\*\*\*To arrive at this number we take the total number of slips (116), and add to it the available non fingered E and Main dock space, divided by the average boat length of 30 feet. Thus 116 slips plus 500 feet/30 feet = 133.

## Growth in Moorage Revenue

With moorage starting at 3480 feet, totalling 116 boats, there is a question of what can reasonably be assumed in terms of moorage growth over the years following IOC. Growth will occur through several avenues:

1. Boat length; (which adds to total linear moorage revenue)

- a. this number is difficult to estimate, but there are several boats currently which cannot berth at the present CFSA that would be able to do so in the future site;
  - b. A survey of members in 2020 found that 13 members with boats (approximately 10% indicated they intended to purchase a larger boat in the future)
2. New Boats arriving.:
- a. Based on the survey conducted in 2020, there are currently 7 more boats already indicating interest in moving in, which at average length would indicate an early increase of over 200 feet is possible which would represent 6% growth.
  - b. So long as CFSA can maintain the correct member ratios, there will be high demand for this very ideally suited location to berth a sailboat. Thus will be a very attractive location for regular and associate members.
  - c. In addition, there are power boats in the Power boat club, which in a 2018 survey indicated an interest to move to CFSA as they were not able to berth at the current Work Point site. CFSA could easily market the available berths to them. This is a very plausible market for CFSA moorage which has not been tapped before due to the lack of available room, with priority going to sailing club members.

## **BUSINESS CASE ASSUMPTION:**

***CFSAx moorage will grow from 3480 feet by adding moorage at a rate of 3% of 2022 numbers per year (approximately 100 feet annually) until a maximum capacity of 4100 feet is achieved.***

## **Visiting Moorage**

CFSA has always played a role in providing visiting moorage to some visiting boats. Though some boats are from visiting yacht clubs who stay longer than the normal reciprocal moorage arrangement, most are for Defence Construction Canada and Department of Fisheries and Oceans remediation contractors. As the only available moorage facility in Esquimalt Harbour, there has always been a demand for the moorage of small power boats that are required to access barge plants that support major capital projects in Esquimalt Harbour. Current projects are expected to continue for the next decade, to replace aging Jetty infrastructure at CFB Esquimalt. Contractors/Visitors pay a rate of \$1 per foot per day for their boats, and often occupy sections of the marina where draft limitations would not support a member sailboat. They have always been of a lower priority than members and will be displaced by members if a member could occupy that space.

## Historic Records

The following table gives the best account of previous years visiting moorage revenues. Prior to 2017-18 the visiting moorage was invoiced differently. As it became increasingly significant it was invoiced separately.

FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
\$10 000 <sup>2</sup>	\$21 439	\$79 129	\$97 496

## BUSINESS CASE ASSUMPTION:

***CFSAx is assumed to generate \$55,000 per year from visiting transient moorage revenue. This revenue will be assumed to decline by \$11000 per year until FY 2029/30 at which point it will remain at \$11000.***

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<sup>2</sup> This is a best estimate based on discussions with the volunteer who handled the invoices and a reconciliation of the member's moorage revenues.