



Strategic Plan

CFSA-X Capital Project Annex A

Vision Statement

2017-2022

*"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*

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Strategic Plan 2017-2022

Vision Statement

Introduction

1. As part of the Strategic Planning for the Canadian Forces Sailing Association Esquimalt Squadron, this document represents an aspirational statement of vision for our club, and reflects how we see our club, its role and its purpose in the greater defence community in and around CFB Esquimalt.
2. This represents the beginning and end of our long term planning and aims to focus that plan on the fundamentals of our identity as a club. Further planning will look at the current capital and equipment, how that equipment fits within the vision and mission, and cost its operation and maintenance.
3. Given the consistent uncertainty under which CFSA exists, the vision statement will express lines of effort that will guide the work of the executive and focus effort in order to achieve the flexibility the club leadership needs to achieve continued success.

Vision

4. We see The Canadian Forces Sailing Association as a vibrant community of passionate sailors dedicated to the enrichment of the Esquimalt Defence Community through the sharing of our collective passion for the sport and pastime of sailing.

Mission Statement

5. The Mission of the Canadian Forces Sailing Association as expressed in the Constitution is:

- a. *“provide training, recreational and competitive sailing opportunities for serving military members and their families”*

6. It is the firmly held belief by all members of CFSA that this mission is an essential part of Canadian Forces Morale and Welfare Services’ mission at CFB Esquimalt, which is:

- a. *“To enhance the morale and welfare of the military community, thus contributing to the operational readiness and effectiveness of the Canadian Armed Forces (CAF)”*

Heart and Soul

7. Though intangible, the marina and clubhouse are, respectively, the heart and soul of a vibrant community of volunteers dedicated to the mutual benefit and cooperative enjoyment of sailing through which the mission is accomplished and links to the history, heritage and culture of the great Naval Tradition whose deep roots are found in Esquimalt.

Concept of Operations

8. CFSA will achieve its mission of providing sailing opportunities to serving members if it can reduce the market-based barriers to entry that make sailing opportunities prohibitive in the commercial market or in a traditional private yacht club.

9. The traditional barriers that CFSA must reduce for a serving member to be posted into Esquimalt, buy a boat, and have moorage for the duration of a posting are:

- a. Commercial moorage rates that are cost prohibitive;

- b. Yacht club waiting lists that are longer than a traditional posting (5-20 years in some cases); and
- c. Yacht club membership fees that are not affordable.

10. CFSA Esquimalt will reduce these barriers by developing a community of volunteers and running a self-help volunteer based marina that prioritises the moorage of boats belonging to regular-serving members.

Core Lines of Operation

11. In order to achieve the mission, the CFSA must maintain and conduct the following core operations:
- a. Prioritise and encourage the participation of active serving members of the Canadian Armed Forces and their families;
 - b. Operate a marina or moorage facility;
 - c. Operate a training programme;and
 - d. Host a racing or coaching programme.

Prioritise and Encourage the Participation of Active Serving Members of the Canadian Armed Forces and their Families

12. CFSA Exists to fill a need in the Defence Community, that is a function of the lifestyle and unique circumstances extant in the life of service of members of the Canadian Armed Forces. There is a symbiotic relationship that exists in our community. Priority and favour is given to the serving members; the retired members, who benefited from years of priority, payback for the benefit they received through service and voluntarism; associate members are chosen because of their connection, or dedication to the club, sport or defence community. The community that we build is founded on the priority and special place that regular serving members have in the club and community. Success here depends upon developing new and innovative ways to attract regular serving members and helping them to gain access to the sport and pastime of sailing.

Operate a Marina or Moorage Facility

13. The ability to moor the boats of members is the centre of gravity of the club. This line of operation enables all of the other operations. Success along this line is dependent upon the continued access to convenient and accessible moorage close to where the Defence Community lives and works.

Operate a Training Programme

14. The operation of a training programme provides the new and young interest in sailing that keeps the club refreshed. This training programme must provide recreation activities for the children of community members and for the adults as well. It must

balance introducing new members to keelboats with training in dinghies. At the end of the day, we see the training programme as a way to introduce the plethora of Defence Community Members that are new to the coast or coastal life and introduce them to the magical and unique environment that they can only experience by taking a small boat to the water and exploring coastal British Columbia. To achieve success we must complement the Royal Canadian Navy's successful Sail Training Programme and Sail Canada's Training Pathways and develop both the sport and pastime as attractive ways of life for the long and short term residents of the Defence Community.

Host a Racing of Coaching Programme

15. Building upon the training programme, CFSA provides an opportunity for experienced sailor to hone their skills. For keelboats, the opportunity to compete and participate in the exciting and high paced yacht racing community of coastal BC is normally fraught with large barriers to entry; CFSA can help reduce those barriers and provide access for all members of the Defence Community whilst adding diversity to the Yachting Community. For dinghies and Junior Sailors CFSA provides access to Sail Canada's youth and athlete development pathways, which are being standardised across the country; CFSA's cadre of coaches and fleet of dinghies are the key to low barrier access for families.

Guiding Principles of Operation

16. All operations at CFSA will be conducted in a manner that is consistent with the following principles and foundational ideals:
- a. All operations will be consistent with the Ethical Principles and Expected behaviours expressed in the Defence Ethics Program;
 - b. The principles, values, and expectations expressed in the Royal Canadian Navy Code of Conduct are our principles, values and expectations.
17. Based on the principles expressed above the community that we build at CFSA will strive to meet the following goals:
- a. Our community will be inclusive and welcoming to all treating everyone as equals;
 - b. The rules set for ourselves will be fair and reasonable and easily accessible to all members;
 - c. Members are all volunteers and we will respect the different ways we all sacrifice time and effort;

Executive Lines of Effort

18. Given the uncertainty that we face as a club we need to be flexible. The leadership and efforts of the Executive Committee gain needed flexibility by ensuring that their personal efforts are focused along the following lines:
- a. Better understanding our regulatory environment;
 - b. Understanding our business;
 - c. Developing infrastructure and operations that are flexible; and

- d. Promoting the relevance of CFSA in our greater community.

Relationship with the Disabled Sailing Association

19. The relationship we have with DSA Victoria is special, long lasting, of mutual benefit and an expression of our principles and values.
20. We will continue to support DSA Victoria and ensure that their co-location factors into all of our planning, capital projects and operations.