



## Business Case

# CFSA-X Capital Project Annex C

## Statement of Requirements and Site Options Analysis

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

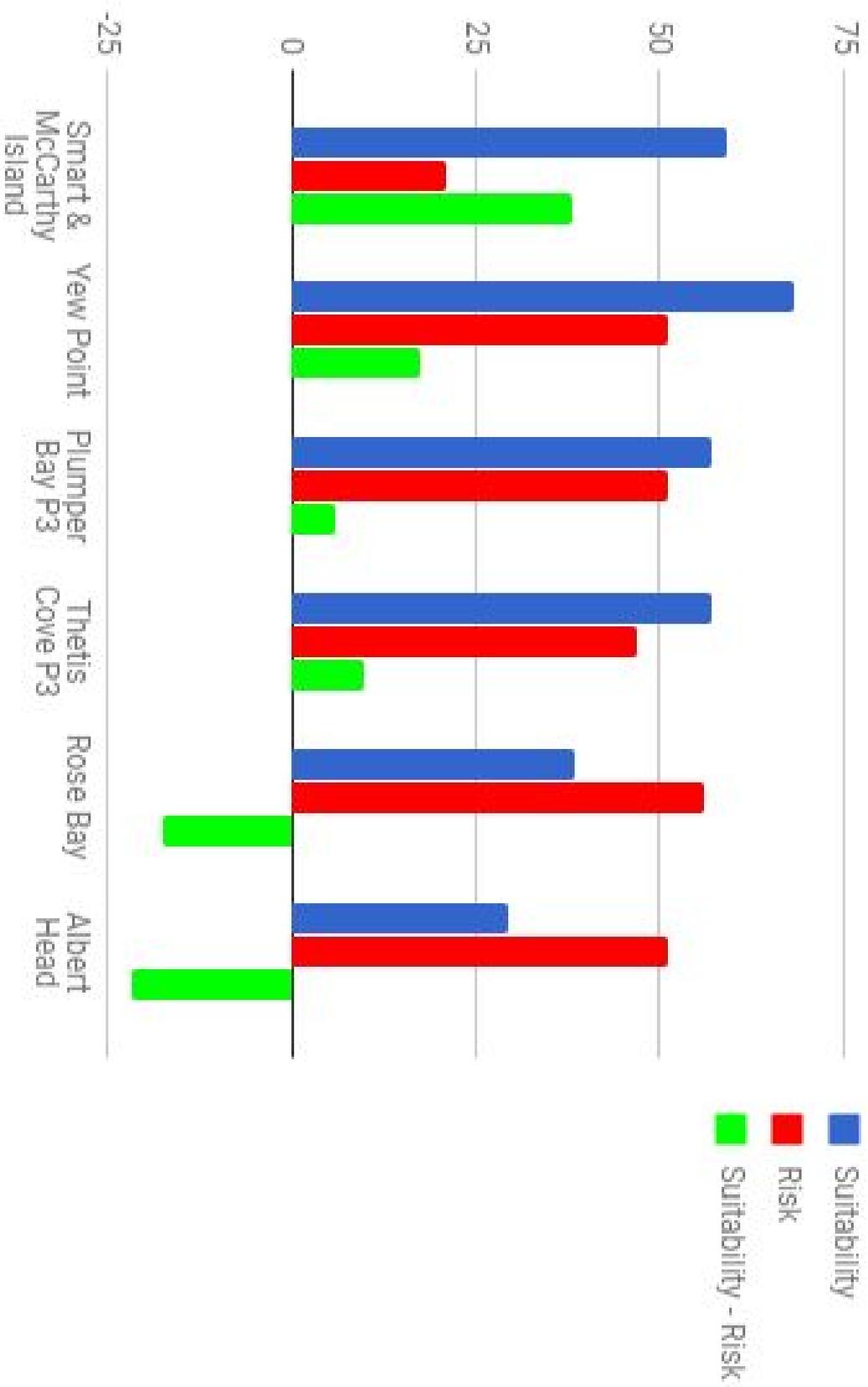
— Kenneth Grahame, *The Wind in the Willows*

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# Executive Summary

Following direction to move by April 2022, CFSA has conducted a review of requirements and possible solutions for a new location. This process started with a determination of requirements to continue as a viable special interest activity (SIA). A local search was then conducted to identify sites and potential partnerships which could satisfy the requirement. Initially 12 Courses of Action (COA) were identified, of which 6 met a cursory viability test. The six remaining were then subjected to a more detailed suitability test, followed by an examination of risk factors for each. The six COA were subsequently ranked on a measure of normalized suitability minus risk (See chart below).

The results show that two COA rank significantly higher than the others; those being locations at Yew Point and another at Smart & McCarthy Islands. While Yew Point in its fully developed form would be more suitable, the risks to ultimate success are both financial and timeline related. Smart & McCarthy as a location is second but still highly suitable and has the significant benefit of much lesser risk - there being no requirement for a breakwater. In fact, our analysis to date indicates that even were Yew Point available immediately, there would be considerable doubt as to whether CFSA could afford to move to Yew Point.



# Introduction

1. This Statement of Requirements for The Canadian Forces Sailing Association (Esquimalt) is intended to define the key criteria which must be met in order for CFSA to continue to operate once it has vacated the Munroe Head location. As well as considering the requirements to continue to operate all the service and activities currently in place, the Statement will consider future requirements in accordance with CFSA's Strategic Vision, and most significantly, a minimum set of requirements in order for CFSA to continue to exist as a Specialty Interest Activity under the Canadian Forces Morale and Welfare Services policy.

*“Specialty Interest Activities are important contributors to the mental and physical wellness of military communities. Specialty Interest Activities are operated by PSP on the principle of social enterprise by providing a variety of goods and services to military communities across the country and reinvesting the profits from these business lines in local Base Funds. Those who patronize Specialty Interest Activities are directly supporting CFMWS programs.....”<sup>1</sup>*

## Current Situation

### Club Membership

CFSA Esquimalt currently has approximately 400 members, of which 75% are Regular members and 25% currently serving. Regular membership includes serving and retired DND. Membership has varied but shown a net growth of 25% over the last 5 years.

### CFSA Mission

#### Mission Statement

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<sup>1</sup> 2015-16 NPP Annual Report <http://nppannualreport.strikingly.com/>

2. 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”*

3. 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)”*

## 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.

## Concept of Operations

5. CFSA achieves 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 boat club.

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

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

7. CFSA Esquimalt reduces 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.

8. The marina and clubhouse are, respectively, the heart and soul of a vibrant community of volunteers dedicated 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.

## Current Operations

9. In order to achieve the mission, the CFSA maintains and conducts the following core operations. All operations prioritise and encourage the participation of active serving members of the Canadian Armed Forces and their families:

- a. a marina facility;
- b. an onshore boat repair and workshop facility
- c. an adult and children's Learn to Sail training programme;
- d. a racing or coaching programme; and
- e. a Clubhouse.

10. Ancillary Operations Include:

- a. Hosting and Supporting the Disabled Sailing Programme;
- b. Hosting International sailing Competitions and Regatta;<sup>2</sup>
- c. Providing Access through contract for use of CFSA Facilities to run adult and children's programmes;

## Marina

11. Moorage capacity at CFSA is generally 115 boats with collection of club sailing dinghies, DSA boats and some commercial moorage. Moorage has generally been at capacity and there has always been a moorage waitlist. By the CFSA Constitution, any current CF member posted to the area, whose boat does not exceed the size limit of 40 feet, must be provided moorage within 30 days of requesting it. This requirement is always satisfied - if necessary by requiring an Ordinary or Associate member to remove their boat.

HISTORIC MOORAGE RATES				
2013	2014	2015	2016	2017
117	115	110	109	117

## Boat repair and workshop

12. This facility has the ability to crane out boats and keep them on the hard for several weeks while routine maintenance is carried out. Several workshops provide supporting tools etc. This facility is operated on a cost sharing and volunteer basis, greatly reducing maintenance expenses for members.

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<sup>2</sup> Together with other local clubs, CFSA will assist in hosting the Melges International World Cup in 2018, and The Canadian Francophone Games sailing Championships in 2020, In April 2018, the club will host the CAF Invictus Sailing team training Camp

13. The workshop also provides facilities which are vital to the self-maintenance aspect of the marina. Regular volunteer work-parties of CFSA members are used to do a significant percentage of marine maintenance and improvement.

## Training

14. CFSA Esquimalt is an accredited sailing school in accordance with the provisions of Sail Canada. It provides training for adult members, as well as a sailing school for all CF and DND Families, and the general public. The sailing school runs in the summer months and typically sees 100 or more students attending various levels of instruction. This activity is programmed to be revenue neutral although it usually generates a small profit. Fees are on a preferential basis for CF and DND families.

## Racing and Coaching

15. CFSA runs a year round racing programme for keel boats and competes as a club under the Performance Handicap Racing Fleet (PHRF). Crews are made up of friends and family - and as well under longstanding CFSA Policy ("nobody gets left on the dock"), any CF member wishing to come out racing is given a spot in one of the 12-15 boats typically racing weekly.

16. CFSA provides a significant representation amongst the recreational racing community of the region, including placing very well in the annual Vancouver Island Racing series. In 2016, the series was won by a DND employee, with a Junior NCM of the RCN placing 3rd and a retired member of the RCN in the top 10. In 2017 CFSA swept the podium. Graduates of the Children's Sail Training Programme also have the opportunity to continue as part of the Jr Racing Programme and the BC Provincial dinghy circuit.

## Clubhouse

17. The clubhouse is a social cornerstone of the club - providing a venue for general meetings, race days, regatta events, awards nights, open houses, and large scale club socials/dinners. It also is integral to CFSA's ability to host other clubs in regattas and in the reciprocal mooring offered to cruisers.

## Disabled Sailing Programme

18. The Disabled Sailing Association of BC, Victoria Branch (DSABC, Victoria) has been hosted by CFSA since 1994. DSABC, Victoria has approximately 200 members annually who experience sailing with companion sailors, take instruction in Sail Canada CanSail 1 & 2, sail independently, learn to race, and compete. They provide over 500 sailing sessions per season, hiring Sail Canada certified Instructors. This year with a grant from the Victoria

Foundation DSABC, Victoria was able to extend their season with an earlier startup in June and an extension in the fall until mid-October. CFSA provides moorage space and storage space for DSABC, Victoria's fleet of 4 Martin 16s, 4 Access 303 W, 2 Sonar 23s, and its rigid hull Zodiac™. CFSA sees this activity as integral to the club and has welcomed the membership of DSABC, Victoria into the fabric of the club's social program.

19. DSABC, Victoria and CFSA have hosted three Mobility Cup Regattas, Canada's International Regatta for sailors with disabilities, in 1995, 2001, and 2015. Members of DSABC, Victoria have represented Canada at every Paralympic Games since sailing was introduced to the Games at Atlanta 1996. This past year DSABC, Victoria also worked with CFSA to host an Introduction to Sailing camp for the Soldier on Program.

## Other Revenue Generating Programmes

20. CFSA currently provides dock-space and rents out the use of its 420 class dinghies to Ecole Victor Brodeur for them to run a sail instruction programme during the school year.. This contract, which has been renewed annually since 2012, generates approximately \$10,000 net benefit per annum.

## Table of Requirements

21. The table of requirements identifies the necessary macro components which must be secured in a new location in order for CFSA to continue as a viable Specialty Interest Activity. Each component listed is identified and assigned a significance descriptor as follows:

- a. *Vital* - means CFSA could not continue as a specialty activity or club without this requirement met;
- b. *Important* - the absence of this component would seriously degrade CFSA's viability as a special activity or club, and/or would greatly reduce its standing as a resource to the wider community, and
- c. *Desirable* - self-explanatory.

22. In order for a new location to be suitable:

- a. It must meet all vital, and a *sufficient number* of important criteria, where sufficient means that to a low level of risk, enough important criteria are met to ensure financial viability of the Special Interest Activity;
- b. The capital cost of the move and establishment of new facilities must be within the means of CFSA. A suitable plan may adopt a long term phased schedule, from initial operational capability (IOC) to full operational capability (FOC), but the full costing must be estimated and achievable with a stated measure of risk, and
- c. The overall risk of failure must be considered and accepted.

Requirement	Description	Significance (Vital, Important, Desired)	Impact of absence
Moorage	<ul style="list-style-type: none"> <li>- 100 plus boats,</li> <li>- Cost competitive</li> <li>- Wait-list for serving members under CFSA control</li> <li>- Revenue generating for CFSA</li> </ul>	Vital	<p>Core CFSA Mission and Vision not met.</p> <p>CFSA is unable to fill its mandate as a SIA</p> <p>CF members unable to obtain timely access to moorage.</p>
Boat Repair and Workshop	Ability to maintain docks through club member volunteer effort	Important	CFSA not able to service and maintain own docks - adding to cost
	Ability to Maintain Club-owned boats through club member volunteer effort	Important	CFSA is not able to offer cost competitive training and sailing opportunities
	Ability to maintain Clubhouse through club member volunteer effort	Important	Adds to CFSA overhead
	Ability for Club members to maintain own boats	Desirable	Members personal cost of boat ownership increases
Clubhouse	Ability to host club events and generate revenues through regular club activities	Important	Loss of a key aspect of club membership resulting in Declining membership as a result...leading to risk of failure as a

			PSP Special Activity  Loss of membership revenue with impact on success as a PSP Special Activity
	Ability to generate revenue through venue rental	Important	Loss of revenue with impact on success as a PSP Special Activity
Training Programme	Ability to support a children, youth and family sailing school	Important	CF and DND families are forced to seek desired training and recreation through other private club.  CFSA is unable to generate competitive youth sailing teams to national and international competition.
Racing Programme	Ability to operate a dedicated club racing programme	Important	CFSA is unable to provide a key reason for membership to CFSA members. Membership will drop.
Disabled Sailing Programme	Ability to host and support Disabled Sailing Programme (DSA)	Important	CF veterans will be unable to access this capability through a PSP facility. Credibility and reputation of CFSA in the community will be adversely affected
Location	Ability to provide ready access proximate to the majority of CF and DND families.	Important	Ready access and thus participation, particularly in training and family recreation will decline.

## Course of Action (COA) Comparison Matrix

23. The full COA Comparison matrix can be found at [Appendix 1](#)
24. The COA Comparison matrix was used to evaluate potential options using two approaches:
- a. **Suitability:** To what extent would the COA meet the statement of requirements,
  - b. **Risk:** Is the COA achievable both financially and in terms of the deadline of 31st March 2022? This assessment will estimate the gross risk estimate taking into account:
    - i. Necessary Permissions
    - ii. Timelines,
    - iii. Financial risk,
    - iv. Complexity of the COA including number of involved authorities, and;
    - v. Identified unknowns.

<b>Suitability</b>	<b>Water Lot Characteristics</b>	Developable Surface Area
		Bottom Characteristics
		Surface Assessment
		Tides and Currents
		Wind Conditions
		Water Lot Scalability
	<b>Shore Lot Characteristics</b>	Conformance to Base Development Zoning Plan
		Site Topography and Geology
		Foreshore Characteristics
		Site Servicing
		Site Access wrt Road Network
		Site Access wrt Members
		Physical Security

		Shore Lot Scalability
	<b>Environmental: Valued Ecosystem Components</b>	Terrestrial Biological (TBVECS): Land use impact wrt terrestrial wildlife, habitat, and vegetation
		Terrestrial Social (TSVECS): Land use impact wrt heritage/historical, recreational/aesthetic, economy, and services.
		Marine Biological (MBVECS): Water Lot impact wrt aquatic habitat, aquatic wildlife, and aquatic vegetation.
		Marine Social (MSVECS): Water Lot impact wrt heritage/historical, recreational/aesthetic, people/health, economy, and services.
	<b>Operational Suitability</b>	Clubhouse
		Workshop
		Training/Classroom
		Parking
		Future as a Base Club
		Proximity to Membership Base
		Operational Scalability
		Keelboat Cruising
		Keelboat Racing
		Dinghy Sailing, Juniors
		Learn-To-Sail Training
		DSABC
		école Victor-Brodeur
<b>Risk</b>	<b>Permissions</b>	Risk of not achieving necessary permissions to proceed with selected COA
	<b>Timeline</b>	Risk that Initial Operational Capability cannot be achieved by 1 Apr 2022
	<b>Financial Risk</b>	Risk that Selected COA will exceed CFSA ability to finance
	<b>Arisings</b>	Risk that unforeseen complications preclude IOC or exclude the COA

	<b>Other</b>	Risk that complications specific to the selected COA prevent IOC or exclude the COA
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## Criteria Overview

<b>Suitability</b>	<b>Water Lot Characteristics</b>	Developable Surface Area
		Bottom Characteristics
		Surface Assessment
		Tides and Currents
		Wind Conditions
		Water Lot Scalability
	<b>Shore Lot Characteristics</b>	Conformance to Base Development Zoning Plan
		Site Topography and Geology
		Foreshore Characteristics
		Site Servicing
		Site Access wrt Road Network
		Site Access wrt Members
		Physical Security
		Shore Lot Scalability
	<b>Environmental: Valued Ecosystem Components</b>	Terrestrial Biological (TBVECS): Land use impact wrt terrestrial wildlife, habitat, and vegetation
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		vegetation.
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	<b>Operational Suitability</b>	Clubhouse
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## Criteria Overview

<b>CFSA Relocation</b>		
<b>Site Selection Criteria</b>	<b>Score</b>	<b>Combatibility Considerations</b>

<b>Water Lot Characteristics</b>		
Developable Surface Area	<b>1</b>	Unsuitable for current boat capacity.
	<b>2</b>	Unsuitable for current boat capacity but does not require dredging.
	<b>3</b>	Meets current boat capacity.
	<b>4</b>	Slight increase in boat capacity with some larger boats.
	<b>5</b>	Fully useable as is for increased number of larger boats.
Bottom Characteristics	<b>1</b>	Bottom impacted by shoals and ongoing silting, requiring significant dredging.
	<b>2</b>	Bottom has some shoals and moderate silting, requiring dredging.
	<b>3</b>	Bottom has some shallows requiring dredging, but no significant silting..
	<b>4</b>	Bottom is suitable but has removeable hazards.
	<b>5</b>	Bottom is highly suitable as is.
Surface Assessment	<b>1</b>	Site requires wave protection far beyond that provided by available methods.
	<b>2</b>	Site requires moderately more wave protection than that currently available.
	<b>3</b>	Site requires wave protection equal to what is currently available.
	<b>4</b>	Site requires some wave protection, but less than current location.
	<b>5</b>	Site requires little or no protection from wave action.
Tides and Currents	<b>1</b>	Excessive tides/currents that would require a significant investment to support sailing.
	<b>2</b>	Tides/currents that would require a moderate investment to support sailing.
	<b>3</b>	Tides/currents that would have occasional impact on berthing arrangements.
	<b>4</b>	Tides/currents that would equal those at current location.
	<b>5</b>	Minimal tides/currents that would not affect sailing.
Wind Conditions	<b>1</b>	Exposed to significant prevailing winds that would severely impact operations.

	<b>2</b>	Occasionally subject to strong winds that would impact operations.
	<b>3</b>	Occasionally exposed to high winds that would require extra care.
	<b>4</b>	Rarely impacted by high winds.
	<b>5</b>	Well protected from most winds from all directions.
Water Lot Scalability	<b>1</b>	Constrained water lot with no growth potential.
	<b>2</b>	Constrained water lot with very limited growth potential.
	<b>3</b>	Moderate growth potential or costly challenges to growth.
	<b>4</b>	Good growth potential with no atypical construction challenges.
	<b>5</b>	Unconstrained water lot with significant growth potential.
<b>Shore Lot Characteristics</b>		
Conformance to Base Development	<b>1</b>	Proposed Land Use incompatible with Zoning.
	<b>2</b>	Poor compatibility with existing land use and does not conform to zoning.
	<b>3</b>	Someland use activities compatible with existing zoning.
	<b>4</b>	Adjacent to community zone. Land use compatible with existing zoning.
	<b>5</b>	In a designated Community Zone.
Site Topography and Geology	<b>1</b>	Requires considerable construction effort to create a suitable site with dock access.
	<b>2</b>	Some difficult construction challenges over parts of property.
	<b>3</b>	Typical construction challenges on uneven terrain.
	<b>4</b>	Site requires minor preparation with typical construction techniques.
	<b>5</b>	Excellent level site requiring little preparation and with good water access
Foreshore Characteristics	<b>1</b>	Highly unsuitable for essential capabilities, requiring excessive commercial support.
	<b>2</b>	Requiring significant investment to develop essential capabilities.
	<b>3</b>	Moderate investment required to overcome site limitations.
	<b>4</b>	Suitable for essential activities with modest investment.

	<b>5</b>	Will afford improvement over current location, with modest investment.
Site Servicing	<b>1</b>	Unserviced by firemain, water, sewage, electrical.
	<b>2</b>	Some services available and some upgrades required.
	<b>3</b>	All services in vicinity but some upgrades required.
	<b>4</b>	All services in vicinity with capacity to support all needs.
	<b>5</b>	All services available on site with capacity to support all needs.
Site Access wrt Road Network	<b>1</b>	No road access to site. Considerable challenges to develop stabilized roadbed.
	<b>2</b>	Gravel or dirt pathway requiring significant improvements to develop stabilized roadbed.
	<b>3</b>	Gravel road or laneway requiring moderate upgrade to suitable roadway.
	<b>4</b>	Fully useable roadway into site, requiring minor improvements.
	<b>5</b>	Fully paved street into site.
Site Access wrt Members	<b>1</b>	Controlled Access with entry denied to non-serving members.
	<b>2</b>	Controlled Access with entry denied to non-members.
	<b>3</b>	Open Access to all, but Controlled Access during times of heightened security.
	<b>4</b>	Open Access to all, but to members-only during times of heightened security.
	<b>5</b>	Open Access to all.
Physical Security	<b>1</b>	Site in full public view, within un-fenced compound, with un-gated entry, and no Police patrols.
	<b>2</b>	Site in full public view, within fenced compound, with un-gated entry, and no Police patrols.
	<b>3</b>	Site in limited public view, within fenced compound, with gated entry, and no Police patrols.
	<b>4</b>	Site away from public view, within fenced DND property, and with MP Patrols.
	<b>5</b>	Site remote from public view, within fenced compound, with gated entry and MP patrols.
Shore Lot Scalability	<b>1</b>	Constrained site with no growth potential.

	<b>2</b>	Constrained site with very limited growth potential.
	<b>3</b>	Moderate growth potential or costly challenges to growth.
	<b>4</b>	Good growth potential with no atypical construction challenges.
	<b>5</b>	Unconstrained site with significant growth potential.
<b>Environmental:</b>		
<b>Valued Ecosystem Components</b>		
Terrestrial Biological (TBVECS)	<b>1</b>	Project will cause long-term, significantly adverse environmental effects, that are unmitigable.
Land use impact wrt	<b>2</b>	Project likely to cause long-term, significantly adverse environmental effects, that are mitigable.
terrestrial wildlife,	<b>3</b>	Project likely to cause short-term, significantly adverse environmental effects, that are mitigable.
habitat, and vegetation	<b>4</b>	Project likely to cause short-term, adverse environmental effects, that are mitigable.
	<b>5</b>	Project is not likely to cause adverse environmental effects.
Terrestrial Social (TSVECS)	<b>1</b>	Project will cause long-term, significantly adverse environmental effects, that are unmitigable.
Land use impact wrt	<b>2</b>	Project likely to cause long-term, significantly adverse environmental effects, that are mitigable.
heritage/historical,	<b>3</b>	Project likely to cause short-term, significantly adverse environmental effects, that are mitigable.
recreational/aesthetic,	<b>4</b>	Project likely to cause short-term, adverse environmental effects, that are mitigable.
economy, and services.	<b>5</b>	Project is not likely to cause adverse environmental effects.
Marine Biological (MBVECS)	<b>1</b>	Project will cause long-term, significantly adverse environmental effects, that are unmitigable.
Water Lot impact wrt	<b>2</b>	Project likely to cause long-term, significantly adverse environmental effects, that are mitigable.
aquatic habitat,	<b>3</b>	Project likely to cause short-term, significantly adverse environmental effects, that are mitigable.
aquatic wildlife, and	<b>4</b>	Project likely to cause short-term, adverse environmental effects, that are mitigable.
aquatic vegetation.	<b>5</b>	Project is not likely to cause adverse environmental effects.
Marine Social (MSVECS)	<b>1</b>	Project will cause long-term, significantly adverse environmental effects, that are unmitigable.

Water Lot impact wrt	<b>2</b>	Project likely to cause long-term, significantly adverse environmental effects, that are mitigable.
heritage/historical,	<b>3</b>	Project likely to cause short-term, significantly adverse environmental effects, that are mitigable.
recreational/aesthetic,	<b>4</b>	Project likely to cause short-term, adverse environmental effects, that are mitigable.
people/health,	<b>5</b>	Project is not likely to cause adverse environmental effects.
economy, and services.		
<b>Operational Suitability</b>		
Clubhouse	<b>1</b>	Site does not have room for clubhouse, or terrain is unsuitable.
	<b>2</b>	Some difficult construction challenges to develop basic clubhouse.
	<b>3</b>	Typical construction challenges to develop acceptable clubhouse.
	<b>4</b>	Site requires minor preparation to develop moderate clubhouse.
	<b>5</b>	Excellent site requiring little preparation for clubhouse meeting all needs.
Workshop	<b>1</b>	Site does not have room for workshops, or terrain is unsuitable.
	<b>2</b>	Some difficult construction challenges to develop basic workshop.
	<b>3</b>	Typical construction challenges to develop acceptable workshops.
	<b>4</b>	Site requires minor preparation to develop moderate workshops.
	<b>5</b>	Excellent site requiring little preparation for workshops meeting all needs.
Training/Classroom	<b>1</b>	Site does not have room for classroom, or terrain is unsuitable.
	<b>2</b>	Some difficult construction challenges to develop basic classroom.
	<b>3</b>	Typical construction challenges to develop acceptable classroom.
	<b>4</b>	Site requires minor preparation to develop moderate classroom.
	<b>5</b>	Excellent site requiring little preparation for classroom meeting all needs.
Parking	<b>1</b>	Site does not have room for parking, or terrain is unsuitable.
	<b>2</b>	Some difficult construction challenges, or available parking severely limited.

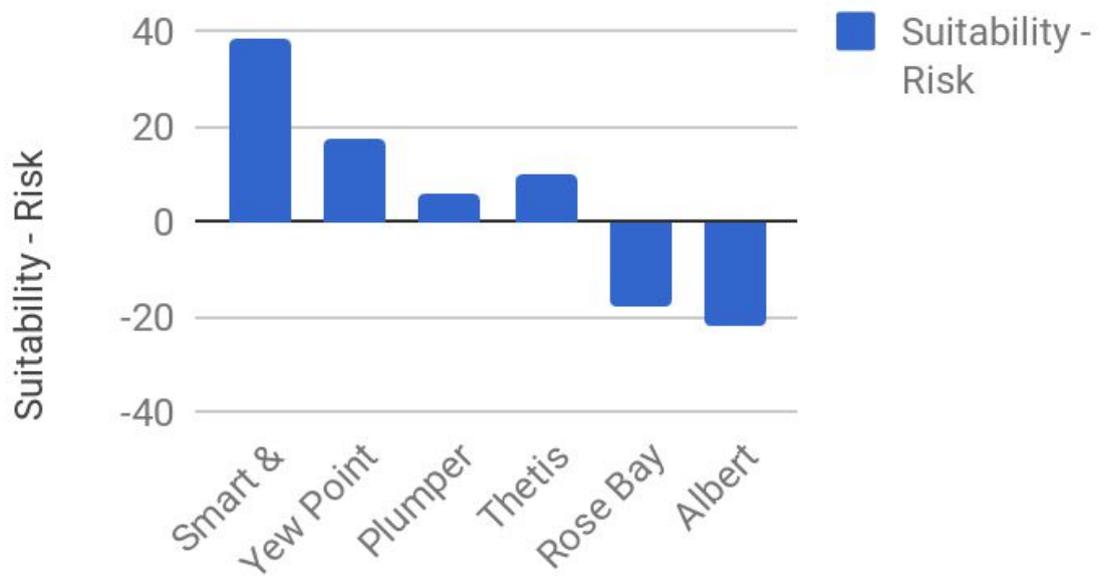
	<b>3</b>	Typical construction challenges to develop acceptable parking lot.
	<b>4</b>	Site requires little preparation to develop parking lot equal to current size.
	<b>5</b>	Excellent site with parking lot meeting all needs.
Future as a Base Club	<b>1</b>	Club co-located with Civilian Marina. Difficult to remain within the Military community.
	<b>2</b>	Club on non-DND but Government property, with term lease..
	<b>3</b>	Club located off Base property but wholly owned by CFSA/PSP, or potential for relocation.
	<b>4</b>	Club on DND property but not close to Base/PSP Support.
	<b>5</b>	Club on DND property and close to Base/PSP Support.
Proximity to Membership Base	<b>1</b>	Club remote from majority of members, and without public transport nearby.
	<b>2</b>	Club near some members, without public transportation nearby.
	<b>3</b>	Club near some members, with public transport nearby.
	<b>4</b>	Club near many members, with public transportation within walking distance.
	<b>5</b>	Club near majority of members, and with public transportation adjacent to site.
Operational Scalability	<b>1</b>	No growth potential in any club activities.
	<b>2</b>	Limited growth potential in some activities and departments.
	<b>3</b>	Moderate growth potential in most activities and departments
	<b>4</b>	Good growth potential in all activities and departments.
	<b>5</b>	Significant growth potential in all activities and departments.
Keelboat Cruising	<b>1</b>	Considerable distance to cruising areas, with tide cycle limitations, and exposed routes.
	<b>2</b>	Moderate distance to cruising areas, with tide cycle limitations, and limited anchorages.
	<b>3</b>	Moderate distance to cruising areas, with tide considerations, and alternate anchorages.
	<b>4</b>	Short distance to cruising areas, with many choices for day trips.
	<b>5</b>	Adjacent to desired cruising areas.

Keelboat Racing	<b>1</b>	Racing limited by exposed fetch and high vessel traffic.
	<b>2</b>	Near year-round racing area, with seasonal weather exposure and moderate vessel traffic.
	<b>3</b>	Near year-round racing area, with occasional weather exposure and some vessel traffic.
	<b>4</b>	Near year-round, all-weather, racing area with minimal vessel traffic.
	<b>5</b>	Adjacent to year-round, all-weather, racing area with minimal vessel traffic.
Dinghy Sailing, Juniors	<b>1</b>	Never suitable for dinghy sailing due to dangerous exposure and/or vessel traffic.
	<b>2</b>	Occasionally unsuitable for dinghy sailing due to exposed fetch and/or vessel traffic.
	<b>3</b>	Near year-round dinghy sailing area, with occasional weather exposure and some vessel traffic.
	<b>4</b>	Near year-round, all-weather, dinghy sailing area with minimal vessel traffic.
	<b>5</b>	Adjacent to year-round, all-weather, dinghy sailing area with minimal vessel traffic.
Learn-To-Sail Training	<b>1</b>	Never suitable for LTS Training due to dangerous exposure and/or vessel traffic.
	<b>2</b>	Occasionally unsuitable for LTS Training due to exposed fetch and/or vessel traffic.
	<b>3</b>	Near year-round LTS Training area, with occasional weather exposure and some vessel traffic.
	<b>4</b>	Near year-round, all-weather, LTS Training area with minimal vessel traffic.
	<b>5</b>	Adjacent to year-round, all-weather, LTS Training area with minimal vessel traffic.
DSABC	<b>1</b>	Never suitable for Disabled Sailing due to dangerous exposure and/or vessel traffic.
	<b>2</b>	Occasionally unsuitable for Disabled Sailing due to exposed fetch and/or vessel traffic.
	<b>3</b>	Near year-round Disabled Sailing area, with occasional weather exposure and some vessel traffic.
	<b>4</b>	Near year-round, all-weather, Disabled Sailing area with minimal vessel traffic.

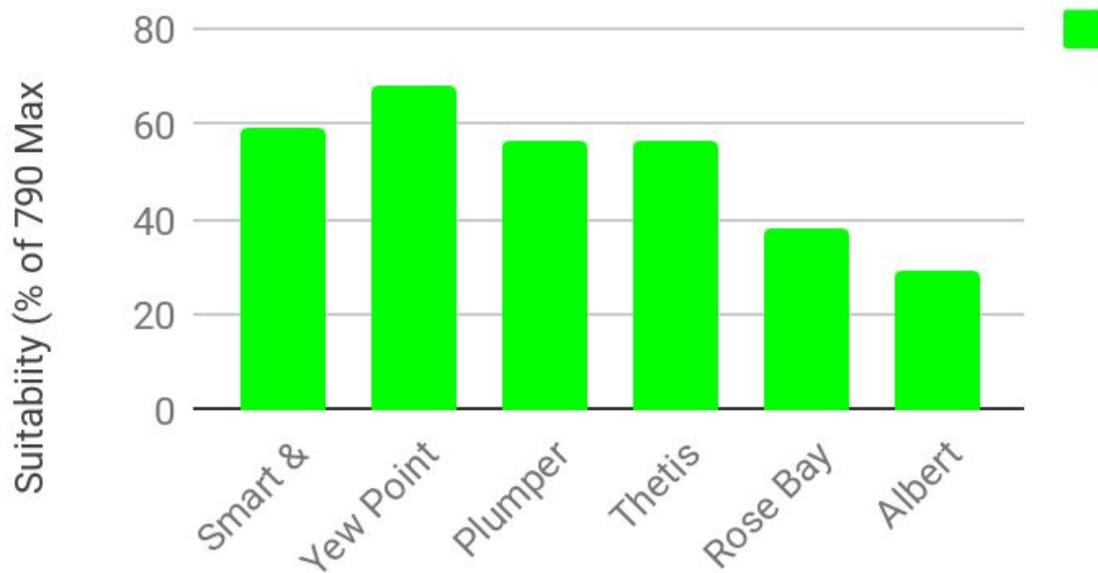
	<b>5</b>	Adjacent to year-round, all-weather, Disabled Sailing area with minimal vessel traffic.
école Victor-Brodeur	<b>1</b>	Excessive distance from school, forcing termination of current intramural program.
	<b>2</b>	Distance from school severely limits scheduling of intramural programs.
	<b>3</b>	Distance from school slightly reduces training times of current schedule.
	<b>4</b>	Near enough to maintain current school program.
	<b>5</b>	Near enough for current program, with potential for additional schools.
Scores		
Poor Compatibility = 1		
Limited Compatibility = 2		
Moderate Compatibility = 3		
Good Compatibility = 4		
Fully Compatible = 5		

## Comparison Results

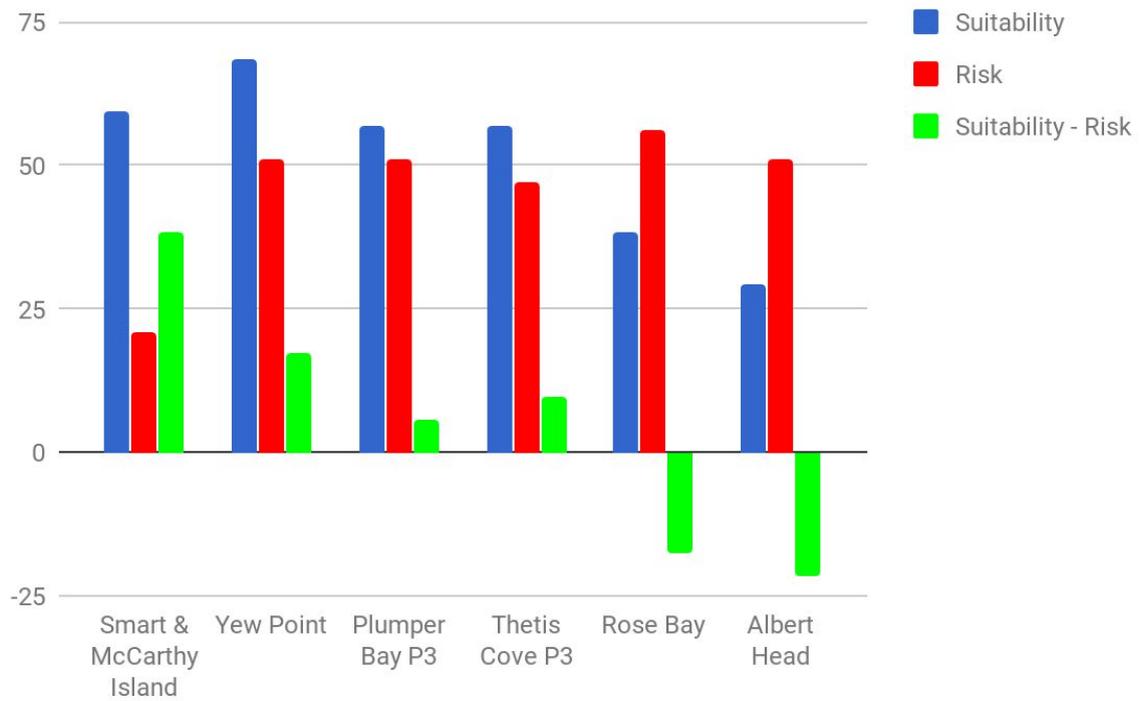
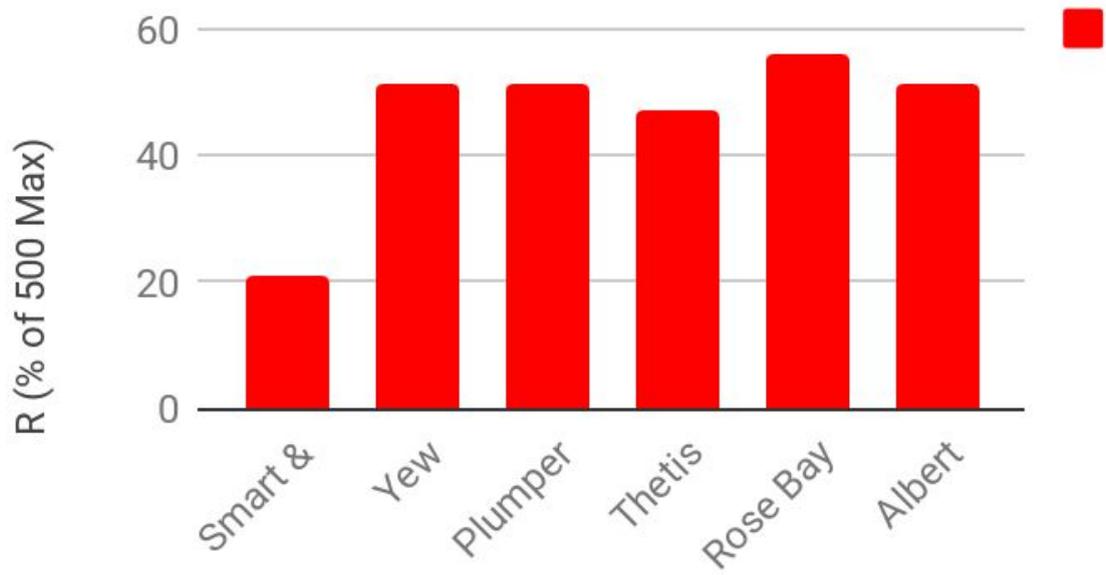
### Suitability - Risk



### Suitability



# Risk



## Conclusion

Although the suitability of Smart & McCarthy islands is less than the Yew Pt option, the risk to the project in terms of timeline and finances is significantly less. By virtue of the initial assessment that an engineered breakwater is not required significant savings can be achieved. Initial stakeholder engagement has also indicated that there may be developing plans for public use of the water and land lots in the Yew Pt area, which adds a permissions, permitting and timeline risk to Yew Pt that does not exist at the Islands location

