



BRITANNIA YACHT CLUB

Board of Directors 2024 Annual Report





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BYC AT A GLANCE

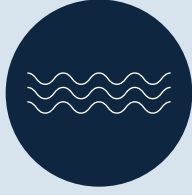
OUR HARBOUR



24
New wet moorings &
new 6 dry sailing



24
New boats in the
harbour



0
Floods this season at
Britannia Yacht Club

EVENTS & ACTIVITIES



32
EXCLUSIVE MEMBER EVENTS

200+
REGISTRANTS FOR THE
YOUTH CANSAIL PROGRAMS

MEMBERSHIP



353
NEW MEMBERS SINCE THE BEGINNING
OF THE YEAR!



LISA SHISHIS Commodore's Report

Dear Members,

As one of my last roles as Commodore, it is my privilege to introduce our 2nd BYC Annual Report. As a board, this report provides an opportunity to reflect on an exciting and productive year at our club.

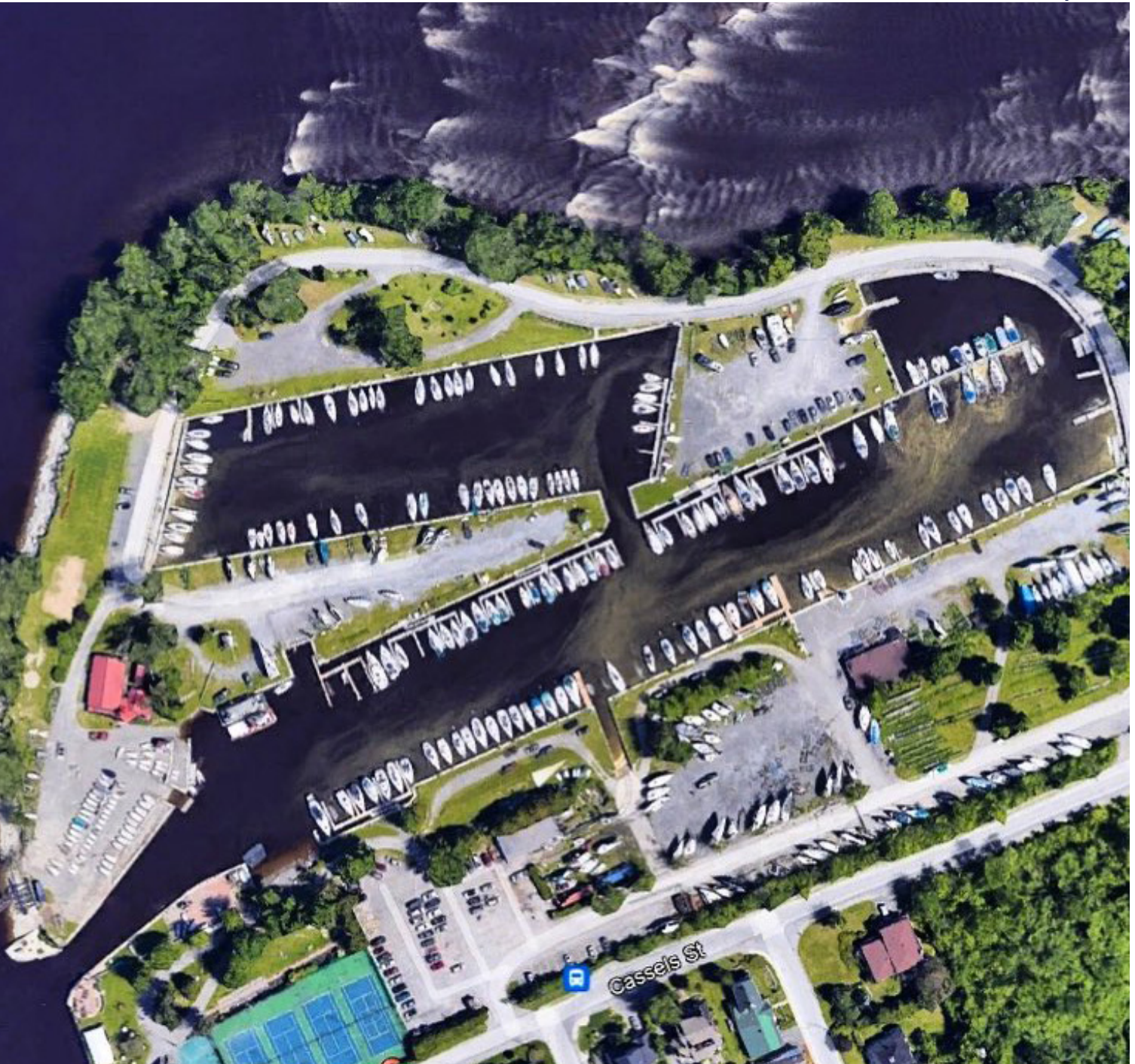
Together, we celebrated successes on the water, from hosting vibrant regattas, expanding our sailing programs, and growing our courts program, while also improving our facilities and fostering inclusivity.

As any other club, we also have our challenges, including unpredictable weather and ongoing maintenance, but the resilience and dedication of our members ensured we stayed on course. These collective efforts have kept our club thriving as a hub for all.

Financially, I am pleased to report that the club remains in a stable position. Thanks to prudent management and the support of our members, we achieved a balanced budget, invested in necessary upgrades, and are working to develop a reserve for future needs.

Looking ahead, we are focused on enhancing participation, enriching member experiences, and safeguarding our resources for future generations. Thank you for your continued passion and support in making this year remarkable.

LISA SHISHIS
COMMODORE



AARON MIDDLETON Vice Commodore/Director of Projects Report

As we close out a busy and productive year, I'm delighted to reflect on the progress we've made together. This year has been marked by significant growth in both membership and club usage, generating the revenue needed to focus on key upgrades and maintenance initiatives.

Our board, management, and committees—particularly Planning and Finance—have worked diligently, guided by updated processes to prioritize projects and acquisitions that align with our strategic plans while maintaining fiscal responsibility. A comprehensive review and update of our priority projects and asset maintenance have been completed, providing a roadmap for the coming year and offering greater financial clarity over the next three to five years. The process improvements introduced earlier this year have proven effective, streamlining our planning and financial committee efforts.



HIGHLIGHTS OF THE YEAR

We've delivered several noteworthy projects, thanks to your continued support:

- **HARBOUR UPGRADES:** Significant improvements to harbour walls and edging have been initiated, with further priority areas identified for attention and planned for next year.
- **RANGE LIGHTS REPLACEMENT:** These critical aids for all river boaters have been fully upgraded.
- **EMERGENCY WALL REPAIRS:** Two large sections of the harbour wall received immediate repairs to ensure structural integrity.
- **SAFETY ENHANCEMENTS:** Key GFCI and wiring maintenance projects addressed potential safety risks.
- **LEARN-TO-SAIL PROGRAM:** Acquisition of a new coach boat ensures program sustainability at 2023 participation levels.
- **ENHANCED SECURITY:** Upgraded lake and court camera systems provide broader, higher-resolution coverage of the courts and river.
- **FACILITY IMPROVEMENTS:** : New carpet on the upper deck and a modern floor in the Sunset Room transformed the space aesthetically. The men's and women's changing rooms were brightened with fresh paint, while significant repairs to the parking and harbour roadway addressed potholes, depressions, and cracking. A non-slip kitchen floor has improved functionality.
- **NEW COURT SHED:** A larger, modern shed was built to replace the previous one.
- **IT ENHANCEMENTS:** Food & Beverage services received new tablets and printers, improving service efficiency.
- **OPERATIONAL:** A new yard truck has been purchased in time for haul out.
- **WESTERN BERM AND EAST DAM WALL REPORT:** The final draft of updates to the 2016 Baird Report has been received, complete with design concepts and cost estimates.

We continue to encourage members to report maintenance concerns promptly using the online Service Report Form, email (info@byc.ca), or by calling the office. Only your input can help us address new and emerging priorities.

LOOKING AHEAD: WESTERN SHORELINE AND EAST DAM WALL PROJECT

Progress on the Western Shoreline and East (Dam) Wall Engineering Study remains a priority. Following a constructive meeting with the Ontario Ministry of Natural Resources (OMNR) and the Rideau Valley Conservation Authority (RVCA) in January, we clarified key regulatory and engineering aspects:

1. BYC's harbour structures are classified as a "dam" under the **Ontario Lakes and Rivers Improvement Act** but are not required to undergo a Dam Safety Review (DSR).
2. Consequence analyses suggest minimal to no downriver impact from a potential breach.
3. Future repairs will likely require OMNR and RVCA approvals, with environmental, hydrologic, and engineering considerations integral to the process.

Baird has delivered a draft of their updated findings, which will guide procurement planning and approvals. While the draft cost estimates exceeded original expectations, the East Dam Wall remains the priority. At the November Townhall, members provided valuable feedback. There we reported on the next steps, including:

- Finalizing and publishing the report with membership updates.
- Continuing necessary wall maintenance under existing approvals.
- Forming a project committee to explore options and recommendations.
- Evaluating mooring revenue opportunities.
- Building a business case for remaining projects and expanded use.
- Saving for long-term solutions while monitoring financing conditions.
- Revisiting plans in 2025 with updated options for membership consideration.

CLOSING REMARKS

Your engagement and support have been vital to these achievements. Thank you for contributing to a fantastic year, and I look forward to working together to advance these exciting improvements in the years ahead.

AARON MIDDLETON

VICE COMMODORE/DIRECTOR OF PROJECTS



JAMES MEAD

Harbour Master's Report

I'd like to thank Paul Moore, Andrew Furey and their staff for their efforts in the Harbour this year. A lot of projects were completed within their time frames and assigned budgets, and the harbour looks better for it.

My biggest surprise in taking on this Harbourmaster role was the differing views within the membership of what the Harbourmaster actually does. Many thought that I was overseeing the daily operations of the harbour. In fact, the harbour is run by the employees of the club with the board's supervision and guidance. The board, must let the employees of the club do the jobs they are paid to do and ensure that we support them with strategic direction and financial oversight.

This year, the board, working with their committees, developed a Strategic Plan to help the club move forward along the key pillars identified by the you, the members. One key element of this plan, that affects the harbour, is that the Asset Management Plan (AMP) be kept up to date and funded accordingly. This should ensure that mooring and dock fees are used to create reserve funds that can be used to repair and replace the harbour assets as required. It will be up to management and future boards to ensure that the measures are implemented into our operations and you, the membership, should hold them accountable to do so.

The next big thing, after the Strategic Plan, is the business model review. We must look at the services we provide, the services members want, and the costs of doing so, through all areas of the clubs operations. This process was not completed this year, but will be vital to ensuring the prosperity of the club and the satisfaction of its members.

I would like to thank all those who offered me their help, advice and experience this year. My biggest regret was that I did not make enough use of the resources that volunteers in this club had to offer. Please keep offering to help, as this club needs its membership to be involved in shaping its future.

A lot of work has been done by those in this role before me, many thanks to them. I hope that my contributions to their efforts will prove to have left the club in a better position than when I started. I look forward to helping the new Harbourmaster transition into their role.

JAMES MEAD
HARBOUR MASTER



RANDY TIVY Honorary Treasurer's Report

At the time of writing your Finance Committee has had a chance to review the first draft of our annual financial statements and our auditors have started their work.

Thanks to our accountant Mark Walton, I am pleased to be able to provide you with some highlights from our unaudited financial statements.

Our balance sheet has continued to improve. We will end the year with a healthy cash balance of \$350,835 and we are current in our payments to all suppliers, tax authorities and mortgage. Interest earned on our cash balances this year was \$15,987.

Total revenue from our operations is expected to exceed \$2.73 million with an expected surplus of \$7,944. In addition, we collected a capital surcharge on membership and mooring fees of \$108,537 which we transferred to our restricted funds account for the purpose of capital improvements.

Food, beverage, and room rentals increased by approximately \$27,000 to \$1,157,650 and after expenses of \$990,657 provided an overall surplus of \$166,993 which helps offset some of our Club's general operating expenses.



Learn to Sail revenues are \$203,956 and after expenses of \$194,366 provided a surplus of \$9,590.

Membership fees increased \$106,738 to \$667,738. Mooring fees increased \$24,093 to \$593,876.

In addition to mooring fees the Harbour provided revenue of \$37,969 from fuel sales and masting. Our direct costs to operate the Harbour were over \$333,000 as follows:

HARBOUR WAGES	\$180,187
GRASS CUTTING	\$5,996
GARBAGE PICK UP	\$34,335
CRANE REPAIRS	\$9,039
REPAIRS AND MAINTENANCE	\$55,620
GAS AND OIL	\$25,567
CRANE RENTAL	\$16,038
TOILET RENTAL	\$6,905

Harbour fees are also budgeted to offset some of our overhead costs such as utilities, NCC rent, wifi, insurance, security, property taxes, snow removal, depreciation, and racing program {net of revenue}. We have estimated that for 2024 there is a small surplus.

In addition to operations, the Club maintains a separate account for capital expenditures. Contributions to this account come from 10% of most 2023 fees {cyclical renewal fund}, a capital surcharge on fees and a transfer from operations.

Total contributions to the account were \$254,742 and we spent \$318,706 on harbour, house and grounds improvements, tractor lease and principal payments on our mortgage. The following is a summary:

HOUSE/IT IMPROVEMENTS	\$43,079
JR CLUB EQUIPMENT/BOAT	\$38,490
MORTGAGE PRINCIPAL	\$27,504
HARBOUR WALLS/ELECTRICAL	\$38,144
HARBOUR TRUCK	\$18,000
CRANE/TRAILER IMPROVEMENTS	\$7,505
EAST DAM WALL	\$106,303
PAVING	\$15,000
TRACTOR LEASE	\$12,538
COURTS SHED	\$4,473
SEA CONTAINER	\$2,750
PROPERTY APPRAISAL	\$5,000

At the end of year we have a balance of \$57,855 in the restricted fund.

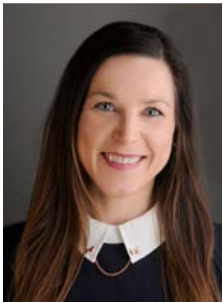
My first full year as the Honorary Treasurer was 2017/ 2018 and I thought it would be interesting [and hopefully to others!] to summarize our spend from the restricted funds for the last 7 years. Here it is,

HARBOUR	\$590,859
HOUSE	\$390,235
GROUND	\$164,893
COURTS	\$51,573
TOTAL	\$1,197,560

Thanks for reading and thank you to the members of the Finance Committees who over the past 7 years have volunteered their time and expertise to help keep our books balanced.

If, at any time, you have questions or comments on our finances, you can contact the office or use the BYC website or send by email; Hon.treasurer@byc.ca

RANDY TIVY
HONORARY TREASURER



COLLEEN OUELETTE

Report from the Honorary Secretary

BOARD GOVERNANCE

The BYC is governed by a board of directors whose representatives are full members of the BYC. The board's responsibility is to supervise the direction and management of BYC, support the development of strategy and oversee its execution, acting in the best interests of the BYC.

BYC's board is composed of eleven (11) directors who are seasoned professionals in the fields of business, finance, accounting, not-for-profit, governance, management, project and program management, technology, and health services. Members possess deep knowledge, understanding and passion for sailing, courts and the sustainability and viability of the BYC. Their collective experience is leveraged to oversee the BYC.

BOARD STEWARDSHIP

The board plays the important role, along with the General Manager, of ensuring that the BYC's strategic direction is aligned with the membership's priorities. In 2024, the Board published BYC's three-year Strategic Plan including the five pillars identified through member consultations.

ACCOUNTABILITY AND OPERATIONS

With the exception of the CEO, the board is independent of BYC's management. The Board has an effective working relationship with management, with the board regularly reviewing the allocation of responsibilities. The BYC by-laws regulate board proceedings and establish matters for which the board and its committees has reserved authority. At each board meeting, time is reserved for directors to meet in camera with the General Manager and separately without the General Manager. Directors receive advance agendas and materials for each meeting of the Board, guided by the annual Board workplan ensuring each the Board's fiduciary and regulatory responsibilities are fulfilled.

2024 FOCUS AREAS

The board held thirteen (13) meetings between January and December 2024. The Board oversaw the operations and administration of the Club, ensuring BYC sustainability, and received regular reports from the General Manager on club financials, service levels, staffing, membership recruitment, harbour management, as well as incident reporting. The board prioritized the completion of the BYC strategy and the required by-law updates in compliance with the Ontario Not-for-Profit Corporations Act, and held more than four townhalls ensuring awareness of proposed changes to the by-law and Regulations. There was one director vacancy as a result of the resignation of the Social and Entertainment Director in early 2024, which remained vacant throughout the year despite a board call letter to the membership. The board approved the inaugural Board Profile and completed a skills and diversity matrix to support the work of the Nominations Committee in recruiting for the skills and experiences needed on the board to fulfill its responsibilities.



COMMITTEE OVERSIGHT

The board approved the committee memberships and appointment of committee chairs, and received updates at each board meeting, when available. Two joint meetings with the Planning Committee were held in 2024.

COMMUNICATION WITH THE MEMBERSHIP

The board recognizes the need for regular, timely and transparent communication with the membership. The Commodore initiated a Board Connect email to share the decisions of the Board with the membership during the year, in addition to Club newsletters. Furthermore, the minutes of all board meetings were posted to the BYC website following their approval. The Board held three townhalls ahead of the Special AGM, and one townhall ahead of the AGM.

COMMITTEE OVERSIGHT AND REPORTS

The board is supported by several board committees (Finance, Harbour, Sailing, Planning, Membership and Communications, Courts, Governance and Advisory, House and Grounds, Food and Beverage, Social, Youth, and Young Members) and their membership, mandates and terms of reference, are approved by the Board.

DIRECTOR ATTENDANCE

DIRECTOR	ATTENDANCE (13 MEETINGS HELD)
Lisa Shishis	12/13
Randy Tivy	11/13
Colleen Ouellette	11/13
Sonja Hasen	12/13
James Mead	11/13
Aaron Middleton	8/13
David Foy	13/13
Phil Moorman	5/13
Doug Welsby	10/13
Elizabeth Threader	10/13
Monique Bond	12/13
Linda Boucher*	0/3

**RESIGNED FROM BOARD IN APRIL 2024.

COLLEEN OUELETTE
HONORARY SECRETARY



MONIQUE BOND

Strategic Plan 2024-2029

In August, 2024 the Board of Directors approved a Strategic Plan for BYC that sets-out the strategic directions for the next 5 years (2024-2029) and identify the various projects and initiatives that will enable the Club to meet its objectives. The Strategic Plan was formulated along strategic themes that reflects the business lines of the Club as well as its management. All members of the Board were involved in the formulation of the strategic directions and how to achieve them in the short and long term.

There are 8 themes, as follows:

1. Financial Sustainability:
2. Harbour Services, Maintenance and Major Repairs
3. Sailing Participation
4. Youth: Learn to Sail/Race Program
5. Programs (including Courts)
6. Facilities Enhancements
7. Environmental Sustainability
8. Membership Engagement



Clearly there are many challenges ahead for BYC such as major harbour repairs and increasing operational costs, however, this plan strengthen our abilities to address these challenges effectively and set the course for the years ahead. We foresee that the Strategic Plan will be updated throughout the year to take into account decisions made in regards to the recommendations in the the Assets Management Plan and any shift in the Club's business.

The Strategic Plan Summary is available on the website.

MISSION & VISION

MISSION: The mission of the BYC is to operate a non-profit private club, with facilities and programs that foster yachting, youth sailing, sports and social activities, while respecting our rich heritage.

VISION: To be the National Capital Region's premier private yacht club, providing an exceptional Members experience.

BROAD OBJECTIVES

GROWTH: To continue to thrive and grow membership & operations

EFFICIENCY & QUALITY SERVICES: Ongoing improvement of services/programs offered and how they are delivered.

INFRASTRUCTURE MANAGEMENT: Taking care of BYC infrastructures is paramount to delivering our mission

MEMBER FOCUSED: Ultimately members must be satisfied and value being part of the BYC community

FINANCIAL SUSTAINABILITY

- To develop financial forecasts of Revenues & Expenditures for next 5 years
- To conduct a critical assessment of issues relating to current membership fee structure

SUBJECT TO OUTCOME OF BUSINESS MODEL REVIEW

- To review and adjust membership structure and fees to align with new Business Model

SUBJECT TO OUTCOME OF PLANNING COMMITTEE AND UPDATED AMP

- To develop financial preparedness plan to cover Major Project Costs for next 5 years
- To assess risk of proceeding/not proceeding with Major Capital Projects
- To diversify revenue streams through events, sponsorships, partnerships and grants

HARBOUR SERVICES, MAINTENANCE AND MAJOR REPAIRS

- To secure funding for ongoing maintenance, repairs and improvements projects
- To improve marina services and infrastructures
- To implement corrective measures/projects identified in previous AMP, Safety Reports and by Harbour Manager & Harbour Master
- To review/consider recommendations made by the AMP Committee 2024-25
- To develop proposals for optimizing the harbour and managing moorings
- To carry-out Phase 1 & 2 of the East-Wall/Dam and Western Shoreline Engineering Study

SAILING PARTICIPATION

- To improve sailing pathway
- To affirm BYC-competitive racing vision and continue to build a strong community
- To promote Women Sailing at BYC
- To promote existing cruising events and organize new ones
- To establish greater connectivity between YSP and BYC racing and sailing activities
- To develop events that brings sailors together during the off-season: 1 event/month
- To ensure club boats are available and in good conditions
- To examine the feasibility of seasonal program manager to oversee sailing programs and special events throughout the season.

YOUTH: LEARN TO SAIL/RACE PROGRAM

- To attract and retain great coaches
- To grow the race program
- To ensure the Youth Program meet all aspects of Canada Sail and Safe Sport Policies and Regulations



- To effectively maintain a fleet of sailboats and support boats, ensuring that participants have access to reliable equipment
- To earmark basic annual budget to LTS Program to ensure funds are readily available for minor maintenance or acquisition
- To plan for the replacement/addition of boat fleet in years ahead and the acquisition of sailboats used in international competition

PROGRAMS

- To create annual calendar of programs & events that appeal to broad spectrum of members.
- To expand use of event space to support off season
- To set specific goals to improve services at BYC
- To develop & implement continuous quality services initiatives

COURTS

- To implement new courts programs (as per outcome of the Courts Survey Results 2024) supported by effective support & management of schedule and events
- To develop a regular maintenance schedule for courts supported by adequate budget
- To plan for major repairs of courts needed over the next 5 years.

FACILITIES ENHANCEMENTS

- Identify priorities for facilities improvement projects (Club House, Youth Club House, grounds) and develop project proposals (This excludes the Harbour)
- To develop/implement new amenities and services to enhance members' experience. (Less than 20K)
- To seek funding from City of Ottawa to partially cover costs of upgrades/renovations for designated heritage building elements
- To upgrade some elements of the youth clubhouse: washrooms, outdoor showers; leaky ceiling; water station

ENVIRONMENTAL SUSTAINABILITY

- To appoint a Club's Champion to take on the Environmental Sustainability Initiative
- Examine & Report on current issues/concerns impacting on sustainability of BYC environment
- To develop and an Environmental Implement Policy
- Develop options for a greener Club
- To implement Action Plan 2024-29
- Promote best eco-friendly practices throughout the Club
- To raise awareness of human activities on water eco-systems
- To develop partnerships with organizations involved in environmental protection of the Ottawa River

MEMBERSHIP ENGAGEMENT

- To implement a comprehensive membership survey
- To provide input and participate in the Business Model Review process
- To attract and retain members
- To improve communication with members
- To attract and involve volunteers in key areas of the Club
- To provide input for the annual plan for all events & special activities at the Club
- Make greater and consistent use of BYC logo as a brand
- To improve the distribution of information/news to memberships, stakeholders and community
- Develop a BYC Boutique for increased exposure of the Club
- To develop a sponsorship program to support a new revenue stream and help off-set programming costs

MONIQUE BOND
DIRECTOR AT LARGE



DAVID FOY

Report from the Fleet Captain

The 2024 sailing season started back in October 2023 for the sailing committee. We met monthly throughout the winter, with a few extra meetings in the spring. With this, and working with NSC, we were able to have the sailing instructions and sailing calendar set early in 2024. All the work done over the last couple of years puts us in a good position this year and we should be able to have the sailing calendar on the web-site early in the new year.

Our weeknight racing continues to hold its own. Tuesday and Thursday night racing saw the same number of boats racing consistently as we did last year. We saw an increase in participation in the coached boat fleet on Women's Monday night racing.

We saw another small increase in participation of our long-distance racing in both PHRF FS (Spinnaker fleet) and the JAM fleet. We worked with the owners of the Gavan's hotel for the Quyon race and were able to organize a sit-down breakfast on the Sunday before the race home. We are looking at the possibility of doing this again in 2025. The mid-season shorter weekend races (Queens Park races) continue to be the most popular weekend races. We will continue to work on building these races up with a goal of seeing 10 – 15 BYC boats out for each of these races.

2024 saw Britannia host 2 regattas. The ILCA Ottawa Valley Masters and National Capital Regatta. They both were a success seeing increased participation. Britannia also supported the Nepean One Design Regatta again this year, where we supplied volunteers, boats, and equipment. Our regatta volunteers continued to represent BYC at "out of town" regattas including CORK (3 events) and Fall Cork. During one of the CORK events, BYC volunteers represented over 50% of the total volunteers for the event including Race Officer (for a N/A championship), Head of Safety and Mark Set. Our continued representation at these events has been well received and Britannia's Race officials are well known and respected through-out the region and across the country.

A huge thank you to our volunteers and to the Sailing Committee.

See you all out on the water in 2025!

DAVID FOY
FLEET CAPTAIN



SONJA HANSEN Youth Commitee

It has been another successful year at the BYC Youth Sailing Program. By all accounts, everyone had a great sailing season ... and our net profit for the year was \$9,000.

I would like to start by thanking the Learn to Sail (LTS) and High Performance coaches for another outstanding year. Whether the kids were learning to sail, training, racing, sailing in big-wind or no-wind, baking in the sun or freezing in October, our coaches were out there instilling a love of sailing in our youth that will last a lifetime. Thank you coaches for another successful year!



This year our Learn to Sail program saw 158 youth attend lessons during July and August. In an effort to introduce racing to more LTS youth, they were invited to the Tucker Rogers Regatta and the National Capital Regatta. We also brought back the very popular Wednesday night BBQ before dinghy racing and the participation grew exponentially as the weeks went on. It was great to see the 420s out racing again.

The Opti Race Team, coached by Alastair McIntyre, had 8 youth split among the Green and Championship fleet. The team attended 4 regattas with great success. For the first time since 2019, BYC sent green fleters to the Canadian Championships! It was a summer of learning, racing, and great friendships. Coach Alastair held a well-attended Opti Race Camp in October for youth interested in joining the team. Preparations for



next season are already underway as the excitement builds with the prospect of representing BYC in Halifax for the Canadian Championships.

The Development Team, coached by Devlin Lovshin, had 5 youth this year. They attended 5 regattas during the summer and three team members have been invited to join the ILCA/Laser team in 2025. Congratulations Ben Mason, Margaret MacGillivray and Zoe Zelaya.

There were 11 youth on the ILCA/Laser Race Team, coached by Nick Kim. They attended 4 major regattas, including the ILCA North American Championships in New Bedford, MA, and the 2024 Canadian ILCA Championships in Glen Haven, NS. There was no shortage of hardware presented to Coach Nick's team ... they had strong showings at all their regattas despite some challenging conditions. Congratulations to team members Nicola Gilmour and Evania Lovshin who were named to the 2024/25 Canadian Sailing Youth Squad (CSYS) together with team alumni Anna Parolin. These three ladies represent half the girls on the CSYS.



This spring we purchased a new coach boat as per membership approval at the 2023 AGM. This proved to be a much-appreciated addition to the ILCA/Laser Race Team as they spent a considerable amount of time training and competing on the East Coast and Lake Ontario. This year we continued our efforts on youth equipment maintenance. All youth trailers, rhibs, motors, and sailboats were assigned a BYC burgee sticker in order to easily identify boats needing cleaning or repairs. Rhib maintenance, trailering and storage guidelines have been established to make sure we get the most out of our boats. A portable pressure washer and a high-pressure air pump were provided to the Junior Club compliments of the Tucker Rogers Board Challenge. We will continue to improve maintenance best practices for our youth sailing program assets.

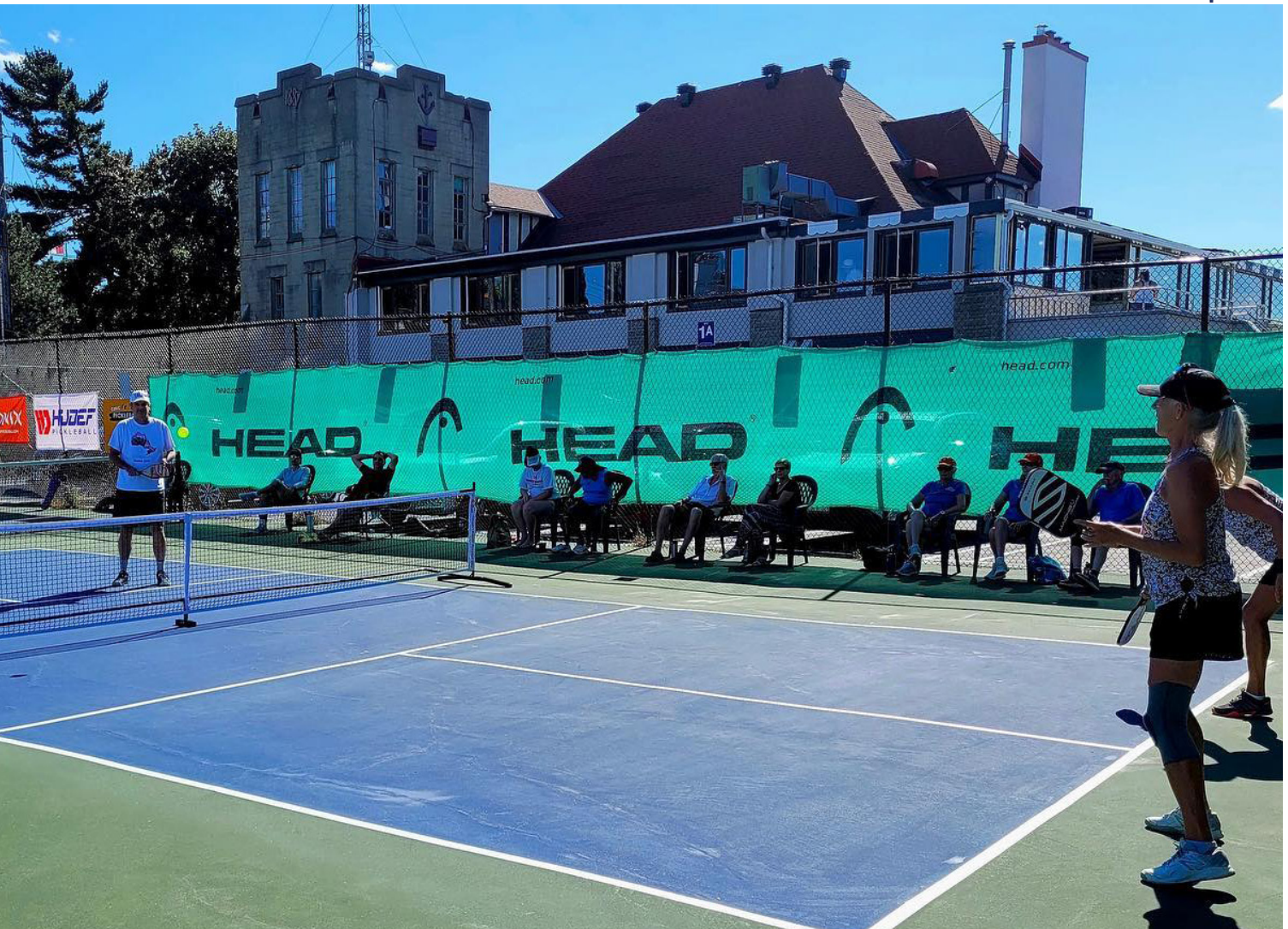
We completed the Youth portion of the BYC Strategic Plan (available on the website). As part of the plan, we will make a few upgrades to the washroom facilities at the Junior Club and implement a new fresh water station. This work will commence in the Spring of 2025 at an estimated cost of \$15,000. During the course of 2024, we continued to work on the grounds surrounding the Junior Clubhouse ... we resurrected the tetherball (huge hit with the kids) and put some wire along the volleyball court fence to try and prevent the balls from rolling into the river. The Junior Club and grounds are a work in progress and we will continue to make improvements next year.

I would like to take this opportunity to thank the 2024 Youth Committee. Despite leading very busy lives, they all manage to carve out some time to help with everything youth sailing related at BYC. Thank you, Matt Martin, Tim Sherwood, Jen Arbuckle, Greg Cowper, and Doris Parolin.

If you are interested in joining the Youth Committee, please drop us a line at Youth@BYC.ca ... we would love to have you join our team.

SONJA HANSEN
YOUTH DIRECTOR





DOUG WELSBY

The Courts

As we wrap up what might possibly be one of the busiest seasons for the courts in recent memory, I would like to start by first thanking the volunteer members of the Courts Committee. Without their help and hours of service, we would not have had such a successful season: Garry Logue, Garry Walter, Dave Brown, Don Houston, Roxane Roy, Suru Chande, and Brenda Jamieson. Many others contributed to the operations and tournaments, providing valuable help with event organization and scorekeeping, league play, and instruction from our club pros. Thank you to everyone involved.

In our early spring Courts survey, members expressed interest in Tennis and Pickleball league play. Introducing it became the highlight of the year, with over 150 club members – 1/8th of the total club membership – participating in the league. In our short Canadian summer, there were over 270 league games played, and together with the regularly scheduled drop in sessions, private lessons, and ad-hoc court bookings, our courts were constantly bustling with activity. To adapt to the demand on the courts, we tweaked the schedules several times, and still wish we had more space and more time to accommodate everyone's desire to play. It's a good problem to have, and we're very happy to see club members so keen to play.

Replacement of the old crumbling courts shed was long overdue, and we have a sturdy new structure for storage of equipment and gear. "The Courthouse" should "serve us" for a minimum of "10-20 years"! Next in the works are plans to address the aging courts surface, with repairs in 2025, and a longer-term project requiring significant financial investment, for more permanent reconstruction.

It has been my honour and pleasure to serve as the Courts Director this year – thanks for the memories and great play. See you all out there on the water, on the courts, or in the club in 2025.

DOUG WELSBY
COURTS DIRECTOR



ELIZABETH THREADER

Membership, Marketing and Communication Committee

Your Membership Committee has been hard at work over the past few years discussing membership categories and exploring business models to ensure a sustainable future for the BYC. With the introduction of the BYC Adhoc Business Model Committee in 2024, it was apparent that we needed to develop a BYC Survey for Full Members and Social Members to provide up to date analysis on how our members felt about the BYC and get their input on the discussions we were having around the table. The results would support any decision making as well as looking at industry trends to ensure any options discussed had the most current and accurate membership data and input.

As a result, the Committee, comprised of Kyla St Louis, Pamela Best, John Rowland and Paul Moore and myself designed a Full Member and Social Member Survey to capture general satisfaction of the BYC, Harbour Facilities, Courts, Programming and Food and Beverage along with some options for capital improvements, new revenue streams and membership fees. The Surveys were sent out to members in September/October 2024 which included an up to date “Did you Know” BYC Facts for members which was very well received. All results are anonymous, and members will receive a copy of the Final Report which will combine both Surveys.



A few of the highlights from the Full Members Survey include;

- **GENERAL SATISFACTION WITH THE BYC THIS SEASON** – 75.7% were satisfied or very satisfied, 16.4% were neither satisfied or dissatisfied, 7.1% were dissatisfied.
- **SENSE OF BELONGING AND VALUE FOR MEMBERSHIP** – 79.3% responded Yes.
- **MEMBERSHIP RENEWAL FOR 2025** – 95% plan to renew their membership.
- **SATISFACTION WITH BYC FOOD & BEVERAGE** – 80% were satisfied or very satisfied.
- **OTHER BYC PROGRAMMING OUTSIDE SAILING** – 64.3% do not participate in any other programming, of the remainder, 60% use the programming at least once a week.

In 2024, the BYC engaged 535 Full Voting Members and 722 Social Members. We will continue to work on developing a solid business model that will attract and retain Full Members.

We hope members will come to trust the impact the Surveys have on any decision making within the Club as our goal is to continue to survey members for their feedback.

INTERNAL BYC COMMUNICATIONS



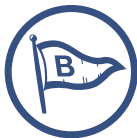
NEW MEMBERS GUIDE

Our New Members Guide was revised offering more information and history of the Club which is provided to every new member to help orientate them to the BYC.



WEEKLY EMAIL BLAST

In order to reduce the number of emails going out to members, each Tuesday our General Manager sends “From the Desk of the GM” communication to provide an update on current BYC News and Upcoming Events. Additional emails are sent out as required.



COMMODORE’S CONNECT

This monthly communication by the Commodore is sent out on the Friday following each Board Meeting to inform members on any topical discussions from the board meeting as well as any updating and recognizing our members and community/corporate supporters.



FULL AND BY QUARTERLY BULLETIN

The Full and By Quarterly Bulletin is not only a communication vehicle for our members who continually ask for more information, but it is also a marketing tool to support our membership drive and for soliciting community and corporate support, which we will be doing more of this year.

The Full and By Bulletin is posted on the Bulletin Boards in the Club House as well as emailed to each member and used as a marketing and recognition tool to our community and corporate supporters.

We are very fortunate to have the in-house services of Rianna Zandbelt, our Guest Services Manager and Graphic Designer who continues to do an outstanding job in supporting the look and feel of the BYC Full and By, Event Posters and in-house graphics contributing to the look and feel of the club.

ELIZABETH THREADER

MARKETING/PR/MEMBERSHIP DIRECTOR



PAUL MOORE

From the Desk of the GM

Dear Members,

As the year draws to a close, I am thrilled to reflect on another successful and vibrant year at Britannia Yacht Club. This year has been filled with accomplishments both on and off the water, and it's thanks to the collective spirit of our members, staff, and community.

Our calendar was packed with memorable events that brought people together. From member-exclusive gatherings to weddings and private events, the clubhouse was abuzz with activity all year long. Looking ahead, we're already planning next year's events to make them even better, ensuring that it continues to exceed expectations.

To honour our passionate sailors and dedicated courts players, we wrapped up the year with our annual Sailing Awards Banquet and Courts Awards Banquet. These celebrations were a fantastic way to recognize achievements and brought our wonderful members together.

Summer at BYC was nothing short of spectacular, with weekly yoga, pilates, and paddlefit classes providing opportunities to stay active and connect with friends. We're delighted to extend yoga into the winter months, keeping the momentum alive as the temperatures drop.

None of this would have been possible without our dedicated staff, both in the clubhouse and in the harbour. Their hard work and commitment ensured an excellent experience for our members and guests throughout the year. A heartfelt thank you to each and every one of them!

In the fall, we also conducted comprehensive surveys for both full and social members. The feedback has been invaluable in helping us identify our strengths and areas for growth. This insight will guide us as we move forward with upcoming projects aimed at maintenance and enhancing our facilities.

As the holiday season approaches, we're excited to celebrate with you at some of our cherished events, including Wassail, Christmas Cheer, and our New Year's Eve Gala. These gatherings are the perfect way to round off a remarkable year.

Thank you for your continued support and engagement. Wishing you a joyous holiday season and all the best for a bright and exciting new year ahead.

Sincerely,

PAUL MOORE
GENERAL MANAGER
MANAGER@BYC.CA

