



SBYC Strategic Plan 2017 (3-year plan)

Updated version #6

AGM March 10, 2017

(Reflecting the 2015-2016 and 2017 seasons.)

Vision Statement

The Sunshine Bay Yacht Club (SBYC) will provide leadership in promoting sailing on Lake Wabamun, and hold regular social events for the enjoyment of members and guests.

Mission Statement

SBYC is a place where members work together to maintain and operate an outstanding environment for sailing enthusiasts. We are a dynamic club featuring an extensive calendar of cruising, racing, regatta and social events held during the summer and throughout the year.

The club is a leader in partnering and collaborating with community, national and international organizations that support similar interests in sailing, and environmental preservation.

The club is recognized as a leader and innovator in Learn to Sail, Safe Boating and Racing Programs, inclusive of all.

The club consults and communicates regularly with its members through a variety of social media.

Business Analysis

STRENGTHS	CHALLENGES	OPPORTUNITIES
<ul style="list-style-type: none">- Location- History- Regattas and Club Races- Sailing Programs (Seminars)- Social Activities- People- Reputation- Diversity of membership- Newsletter- Administrative position- Crash Boat- Competitive Dues/Fees- Protected Moorage- Local Business Support	<ul style="list-style-type: none">- Volunteer Burnout- Dock Replacement- Infrastructure Maintenance- Diversity of membership- Social media participation- Youth interest- Youth leadership (Junior Sailing)- Communication- Board Governance- Maintenance expense	<ul style="list-style-type: none">- Expansion- Waiting List- Inter-Club Partnerships- Local sailing growth <p>POTENTIAL THREATS</p> <ul style="list-style-type: none">- Financial Restrictions- Lease Negotiations & Renew

Key Strategies

There are 7 Key Strategic Areas important to the Sunshine Bay Yacht Club. These areas, as well as goals set to be completed by 2017 are as follows:

1) Infrastructure

Goal: Completion and upgrade of existing and future infrastructure; as well as identifying a maintenance schedule for the interior and exterior of Sunshine Bay Yacht Club BBQ area, access road, parking area and Docks.

2) Sailing/Boating

Goal: The club is recognized as a leader and innovator in Learn to Sail, Safe Boating and racing programs which are inclusive to all members and sister clubs on the lake.

3) Sustainability

Goal: Identify opportunities that can ensure the economic sustainability of SBYC at its current location and possibly other locations on the lake.

4) Partnerships

Goal: Club is a leader in partnering and collaborating with community organizations that support sailing, environmental sustainability and preservation.

5) Membership

Goal: A majority of SBYC club members are actively engaged in Club operations, programs and governance, to build a positive atmosphere that encourages volunteerism, ownership and accountability.

6) Communication

Goal: The Club consults and communicates regularly with its members and community partners from across the province and around the world through a variety of media options.

7) Governance

Goal: To clarify and maintain proper governance responsibilities for SBYC, in line with the Strategic Plan.

Operational Pursuits

Strategy 1: Infrastructure

Goal: Completion and upgrade of existing and future infrastructure; as well as identifying a maintenance schedule for the interior and exterior of Sunshine Bay Yacht Club Clubhouse, BBQ area and Docks.

Key Performance Indicator (KPI): Budget, Schedule, Quality

	Pursuit	Description	Timeframe	Lead Person/Group
1.1.1	Dock Repairs & Replacement	Complete quoting requirements, and planning for scope of work	2015 ✓ 2016 ✓ 2017	Commodore V. Commodore Dock Master
1.1.2		Complete submission to Board for funding.	✓	Commodore V. Commodore Dock Master
1.1.3	Completion of Replacement	Completion of Replacement	2015 ✓ 2016 ✓ 2017	Board of Directors
1.2.1	Kitchen Renovation	Complete counter tops and backsplash.	2016 ✓	Facility Director and volunteers.
1.2.2				
1.2.3	Yard maintenance	Clearing of dead branches and debris in surrounding bushes	2015 ✓ 2016 ✓ 2017	Facility Director and volunteers.
1.3.1	Shed Maintenance	Upgrade the freezer shed or replace Shingle replacement on gas shed.	2016 ✓ 2017	Facility Director, Board and volunteers
1.4.1	Exterior of Club House and Deck	Painting and/or staining	2017	Facility Director and volunteers
1.5.1	Clubhouse Roof	Look into warranty for existing shingles. Shingle replacement	2015 2016 ✓	Facility Director and volunteers
1.6.1	Club House Crawl Space	Change exterior access doors to ensure easier entrance.	2016 2017	Facility Director and Volunteers

Strategy 2: Sailing/Boating

Goal: The club is recognized as a leader and innovator in Learn to Sail, Safe Boating and racing programs which are inclusive to all members and sister clubs on the lake.

Key Performance Indicator (KPI): Training, Regattas, Race Committee, PHRF for Wabamun

	Pursuit	Description	Timeframe	Lead Person/Group
2.1.1	Ensure volunteers receive appropriate training	Arrange Crash Boat Operation Courses	Ongoing as required	Fleet Captain
2.1.2	To have increased number of club members with Race Official/Race judge certification with an eye on increasing race committee involvement.	Arrange Race Official/Race Judge Courses	2015 ✓ 2016 ✓ 2017	Fleet Captain
2.2.1	To promote the involvement of female sailors in the club	Ladies Regatta	2015 ✓ 2016 ✓ 2017	Fleet Captain
2.3.1	Publish a Racing and Social Calendar for the year.	Collaborate with the Social Director to coordinate a complimentary program.	2015 ✓ 2016 ✓ 2017	Fleet Captain and Social Director
2.4.1	Consistent and Fair Rating system	Coordinate with EYC concerning rating system for races for consistency	2016 ✓ 2017	Fleet Captain and Race Committee
2.4.2	Support local community involvement ie. Seba Beach, Edmonton and surrounding areas.	Seba Days, Disabled / Handicap Sailing.	2016 ✓ 2017	Fleet Captain and volunteers
2.4.3				

Strategy 3: Sustainability

Goal: Identify opportunities that can ensure the economic sustainability of SBYC.

Key Performance Indicator (KPI): Budgets, Cost Control, Fundraising, Membership Fees

	Pursuit	Description	Timeframe	Lead Person/Group
3.1.1	Timely and accurate financial reporting.		2016 ✓ 2017	Treasurer
3.2.1	Review of insurance policy as it pertains to liability for club sailing events.		2016 ✓ 2017	Treasurer, Commodore, Fleet Captain
3.3.1	Fundraising	Continue to grow our Winter Gala	2016 ✓ 2017 ✓	Special Events
3.4.1	Initiation or Share Fee increase	Further discuss the possibility of raising initiation fee for new members in consideration of club upgrades and dock upgrades	2016 ✓ 2017	Board of Directors
3.5.1				
3.6.1				

Strategy 4: Partnerships

Goal: Club is a leader in partnering and collaborating with community organizations that support sailing, environmental sustainability and preservation.

Key Performance Indicator (KPI): Community Support, Wabamun Watershed Council participation.

	Pursuit	Description	Timeframe	Lead Person/Group
4.1.1	Continued involvement and representation on the Wabamun Lake Watershed Council		2015 ✓ 2016 ✓ 2017	Past Commodore
4.2.1	Identify other useful partnerships for SBYC	For example: explore potential for short courses on marine life, ecology, and sustainability and sailing/boating skills.	2015 ✓ 2016 ✓ 2017	Past Commodore

Strategy 5: Membership

Goal: A majority of SBYC club members are actively engaged in Club operations, programs and governance, to build a positive atmosphere that encourages volunteerism, ownership and accountability.

Key Performance Indicator (KPI): Engage members as volunteers, Board succession planning.

	Pursuit	Description	Timeframe	Lead Person/Group
5.1.1	Engage members in regular operations of the club	Provide minutes of monthly Board meetings to general membership – a few key points via email would also be of benefit for important issues discussed. Available on club Website.	2015 ✓ 2016 ✓ 2017	Website Administrator, Membership Director
5.2.1		Update membership on all plans and initiatives undertaken by SBYC	2015 ✓ 2016 ✓ 2017	Commodore, Membership Director
5.3.1	Develop a Volunteer Policy and encourage participation of members (ie. Increase volunteerism)	Update “skills bank” from all Members and utilize inventory of what members are interested in and capable of.	2015 ✓ 2016 ✓ 2017	Membership, Board of Directors
5.4.1		Communicate projects and areas of need for volunteers, so people can identify where they best fit	Ongoing	Project leads
5.5.1		Appoint a Volunteer Coordinator who will be responsible to identify/contact possible volunteers, ensure volunteers are presented with a positive experience, and ensure volunteers are recognized for their efforts	2015 ✓ 2016 ✓ 2017	Director at Large
5.6.1	Create a positive atmosphere for all membership regardless of interest	Although a difficult task to measure, all membership is to feel welcome, and valued at SBYC	Ongoing	All Members
5.7.1		Ensure that projects taken on by SBYC will be of interest to a varied portion of the membership, and ensure that all members, regardless of interests, feel a sense of ownership and belonging at SBYC.	Ongoing	Board of Directors
5.8.1	Create value to the membership	Hold an annual meeting (not the AGM) that is open to all members to discuss where they see value being added to their membership	Summer 2015 ✓ 2016 ✓ 2017	Commodore

Strategy 6: Communication

Goal: *The Club consults and communicates regularly with its members and community partners from across the province and around the world through a variety of media options.*

Key Performance Indicator (KPI): Website current, Mainsheet Published, Email and Special General Meeting communication, Suggestion Box implementation.

	Pursuit	Description	Timeframe	Lead Person/Group
6.1.1	Ensure membership receive regular updates from SBYC Via the website	Continue to complete quarterly newsletter	Ongoing	Secretary
6.2.1		Update bulletin boards inside, and outside the main building with ALL events, information, etc. from SBYC.	Ongoing	Social Director, Fleet Captain
6.3.1	Create a flow of information via email/social media.	Contact existing membership to update email listing	2015 ✓ 2016 ✓ 2017	Membership Director
6.4.2	Suggestion Box	Create a comments/suggestion box for all members at the Club House	2015 ✓ 2016 ✓ 2017	Facilities, Membership Director

Strategy 7: Governance

Goal: To clarify and maintain proper governance responsibilities for SBYC, in line with the Strategic Plan.

Key Performance Indicator (KPI): Ongoing progress in the Pursuits shown below.

	Pursuit	Description	Timeframe	Lead Person/Group
7.1.1	Review Board and Committee Structure	Review current structure of board, committees and volunteer base to ensure that it meets the needs of SBYC operations.	2015 ✓ 2016 ✓ 2017	Board of Directors
7.2.1	Meeting functions and committee reporting	Review the purpose, process and functionality of the meetings, including how committees and volunteers report to the Board of Directors.	2015 ✓ 2016 ✓ 2017	Board of Directors
7.3.1	Governance bylaws and policies	Review and clarify current bylaws and ensure Policy and Procedures manuals are in place and up to date. Get Board approval.	2015 ✓ 2016 ✓ 2017	Board of Directors
7.4.1	Succession Planning	Examine and revise the terms of board members (1, 2 or 3 years), to ensure proper succession planning for SBYC Board.	2015 ✓ 2016 ✓ 2017	Board of Directors
7.5.1	Financial Accountabilities	Ensure the clear understanding of the Board members of the responsibilities and processes involved in accounting for the Finances of SBYC.	2015 ✓ 2016 ✓ 2017	Treasure, VC and Commodore
7.6.1	Board Governance Training	Plan for Board Governance training to review the function and duties of board and committee members.	2015 2016 2017	Board of Directors
7.7.1	Orientation for new board members, committee members, and volunteers	Design an orientation package and training for new board and Committee members and volunteers.	2015 2016 2017	Board of Directors
7.8.1	Proposal Development Format and Process	Create format for bringing proposals forward to the Board.	2015 ✓ 2016 ✓ 2017	Past Commodore
7.9.1	Streamline Communication	Create Gmail Accounts for each Board Member that will be passed along to successive members.	2015 ✓ 2016 ✓ 2017	Board of Directors

Notes and Comments: