



Strategic Plan 2018 – 2028

August 2019 update



MMYC Strategic Plan 2018 - 2028

Introduction

The General Committee of MMYC requested the creation of a Strategic Planning Working Group with membership to represent the wide demographics of the club.

The purpose of the Strategic Planning Working Group is to create a Strategic Plan to:

- Identify opportunities and challenges facing the club and develop a plan to address and capitalise on them
- Clarify where we believe the club should be in 10 years time and determine what we want it to look like

The plan will then adopted by the General Committee, acted on and reviewed at each meeting as an agenda item to ensure that the necessary actions, initiatives and goals are implemented and realised in a timely manner.

Process of creating the Strategic Plan

In order to ensure that the Strategic Planning Working Group created a broad enough plan which addressed the reinforcement of strengths, the mitigation of weaknesses, the identification of opportunities for the club and the potential threats which the club might face, it was decided to undertake a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis. See Appendix 1 for a copy. The goals and accompanying plan were then generated to address the issues identified within this SWOT analysis.

The members of the Strategic Planning Working Group were split into working sub groups in order to address each of the key areas of Sailing participation, Volunteers, Membership and Facilities.

Club Mission Statement

The SWOT analysis identified a lack of clarity around the identity of the club, it was considered crucial to define this in order to ensure the strategies and goals within the plan were aligned with the identity of the club.

The following Statement was developed which was felt by the Strategic Planning Working Group and the Club Committee to represent how the Club wants to be identified:

MISSION STATEMENT - ‘Our family friendly Yacht Club offers a high level of competitive off the beach yacht racing and encourages sailors to develop their skills in a relaxed and enjoyable environment. The club is run by volunteers and encourages all members to participate. Kayaking and other water sports add a popular dimension to the fabric of our club and are actively pursued all year round in often pristine waters. A commitment to structured sail training ensures this sport is accessible to all members at any level.’



MMYC Strategic Plan 2018 - 2028, August 2019 update

Summary of Strategic Goals

1. Sailing Participation

Increase the number of people sailing in both races and recreationally

Goal: Average racing fleet size of 40 boats by 2028, Goal: Average participation in recreational sailing of 25 sailors per week by 2028.

2. Volunteers

Increase the number of people fulfilling volunteer roles around the club.

Goal: To have all positions within the organisational structure filled by 2020 and processes in place to ensure they continue to be filled.

3. Membership

Attract and retain members, improve communication with members.

Goal: 95% member retention, 50% or greater email opens, population 700 persons (max).

4. Facilities

Improve existing facilities and create new facilities.

Goal: Junior room, separate patrol boat shed, improved changing facilities and accessibility of club (STPA).

5. Finance and Compliance

Maintain financial sustainability and ensure funds are available for development of the club and the required resources to achieve the Strategic Goals.

Goal: Club financial cash on hand to be maintained at a minimum of \$100k over the 10 year life of the plan.

Sailing Participation:

Goal: Average racing fleet size of 40 boats by 2028

Current:

Goal: Average participation in recreational sailing of 25 sailors per week by 2028

Current:

Strategy:	Develop Sailing Pathway	Provide competitive sailing	Have club boats available for use
<i>Completed actions</i>	<ol style="list-style-type: none"> 1. Review and utilise available YV & YA resources as appropriate. 2. Create graphical summary of sailing pathway (eg. p32 of Growing Sailing document) for display within the club and on website 3. Review how we encourage involvement of Tackers' non-sailing families. 	<ol style="list-style-type: none"> 1. Hosted RS aero state titles March 2019 2. Race management (female) course hosted at club with ??? attendees 3. Coaching days conducted for Sabres (???), RS aeros (???) 	
<i>Ongoing actions</i>	<ol style="list-style-type: none"> 1. Review and utilise available Australian Sailing resources as appropriate 2. Provide adult sailing lessons 3. Review how we encourage involvement of Tackers' non-sailing families 	<ol style="list-style-type: none"> 1. Host state titles (aim for 1x title / season) 2. Ongoing support of race management 3. Facilitate coaching days 4. Facilitate training sessions 	<ol style="list-style-type: none"> 1. Ensure boats are maintained to racing standard
<i>Future actions</i>	<ol style="list-style-type: none"> 1. Clearly advertise sailing pathway on website 2. Review barriers for green fleet participants progressing to club racing 3. Review whether information and guidance on the future opportunities available either recreationally or competitively, are being provided at the introductory racing level 	<ol style="list-style-type: none"> 1. Host Sabre state titles Feb 2020 2. Host Aero national titles 3. Facilitate race management course for interested members start of 19/20 season 	<ol style="list-style-type: none"> 1. Consider replacement strategy and allocate funds as required.

Sailing Participation (continued):

Strategy:	Increase the emphasis on relaxed recreational sailing	Reduce the time commitment	Actively promote becoming an instructor (instructor pathway)
<i>Completed actions</i>		<ol style="list-style-type: none"> 1. Consider short, quick racing. Discuss with and ascertain demand for this within membership. 2. Attractive time slots eg. After work, twilight sailing on weekdays and weekends. 3. Consider structuring Sunday racing as two concurrent series held at once ie race 1 from series A, race 2 from Series B to allow sailors to choose to sail one race only but still be competitive in a series. 	
<i>Ongoing actions</i>	1. Encourage Friday evening recreational sailing		
<i>Future actions</i>	<ol style="list-style-type: none"> 1. Promote destination sailing and picnic racing. 2. Develop procedure / policy to help account for members safe return 3. Develop method to monitor numbers. 		<ol style="list-style-type: none"> 1. Actively promote the Instructor Pathway to cater for those who race and would like to 'give back' by offering their expertise and experience. 2. Actively promote the Instructor Pathway to cater for those who might be less keen on racing but wish to use and develop their teaching/coaching skills to help others.
Strategy:	Promote Female Sailing	Greater use of 'classroom' in the off season	
<i>Completed actions</i>			
<i>Ongoing actions</i>	<ol style="list-style-type: none"> 1. Ensure Women on Water program is maintained 2. Consider improvements including more structured class room theoretical sessions together with techniques and learning on the water 		
<i>Future actions</i>		<ol style="list-style-type: none"> 1. Utilise the club facilities out of sailing season to provide structured theoretical learning about sailing for beginners, intermediates (and advanced?). 	

Volunteers:

Goal: To have all positions on organisational structure filled by 2020 and processes in place to ensure they continue to be filled.

Strategy:	Identification of volunteer requirements	Recruit volunteers	Recognise and reward volunteers	Retain volunteers	Club Culture
<i>Completed actions</i>	1. Develop organisation structure and position descriptions.	1. Survey members.			
<i>Ongoing actions</i>		1. Engage with members (in person and surveys) to identify 2. Sell volunteer message to members; 'The club needs more involvement of members to assist with the many club tasks. This is to allow for planned programs to proceed'.	1. Newsletter articles. 2. Provide training and education. 3. Recognition from Commodore. 4. Reimburse volunteer expenses. 5. Nominate outstanding volunteers for awards.	1. Regularly reinforce importance of volunteers. 2. Commodore to thank volunteers at every opportunity both publicly and privately.	
<i>Future actions</i>		1. Create task team roster and describe required roles 2. Advertise via email/ Facebook/website	1. Annual volunteer meeting to get their feedback on how to improve the way we manage volunteers.	1. Volunteer vision/policies included in handbook.	1. Develop strategies to grow volunteer culture at club. 2. Articulate the club volunteering culture on the membership application form.

Membership:

Goal: 95% member retention, 50% or greater email opens, population (max.) 700 persons

Strategy:	Attract new members	Retain members	Improve member communication	Improve MMYC exposure and stature via Internet
<i>Completed actions</i>		<ol style="list-style-type: none"> 1. Provide a sail racing program that reflects members' expectations. 2. Provide a social program that reflects members expectations. 	<ol style="list-style-type: none"> 1. Publish a regular newsletter via email/Facebook. 2. Create a Junior Committee for both sailing and social activities. 3. Annual survey of membership. 	
<i>Ongoing actions</i>	<ol style="list-style-type: none"> 1. Hold annual Try Sailing days 	<ol style="list-style-type: none"> 1. Communicate and engage with members via a regular newsletter (currently monthly) 		<ol style="list-style-type: none"> 1. Revamp website. Clear, crisp presentation with great images, articulation of club ethos, Mission Statement, pathways front and centre. 2. Increase utilisation of social media (eg Facebook, Instagram) to 'spread the word' in alignment with the values of the club (friendly, inclusive, strong racing and recreational sailing focus).
<i>Future actions</i>	<ol style="list-style-type: none"> 1. Articulate and promote benefits of a membership via ; local newspaper advertising, Facebook, Instagram, posters in local schools and businesses. 2. Hold annual open days to showcase club facilities/ benefits. 3. Invite sailors (from other yacht clubs) to free coaching days. 4. Engage with schools utilising members who are Teachers to establish best approach. 	<ol style="list-style-type: none"> 1. Provide sailing pathways at all levels that align with current Australian Sailing research 2. Utilise club facilities to offer theory classes during the off-season 	<ol style="list-style-type: none"> 1. Engage with members via an annual forum 	

Facilities:

Goal: Junior room, separate patrol boat shed, improved changing facilities and accessibility of club (STPA).

Strategy:	Construct Junior Room to encourage junior members to spend time together.	Increase changing facilities capacity to accommodate increased sailing participation (40 boats) by building dedicated patrol boat shed.	Improve accessibility of club
<i>Initial actions to be completed</i>	<ol style="list-style-type: none"> 1. Decide on best location: consider the northern boundary of the club, incorporating other storage e.g. 'Thorn' and the Flying 11's in the eastern end. Replacing the tin shed. Consideration to be given to beach access - (better for the kids, but security/safety issues?) 2. Working group to be established to oversee preparation of plans, council approvals, procurement and construction processes for all 3 strategies. 3. Building plans to be submitted to MP Council by June 30 2019. 	<ol style="list-style-type: none"> 1. Decide on location: consider utilising existing patrol boat facilities to increase changing room capacity. 2. Consider constructing a dedicated patrol boat shed to house 3 boats, buoys anchors and petrol on the southern boundary of the club. The proposal could see the roof of this facility having a deck which potentially could have a walkway from the existing deck. The new patrol boat shed would have facilities inside the shed to wash down the boats. 3. Working group to be established (see Junior Room Strategy). 	<ol style="list-style-type: none"> 1. Identify accessibility constraints for sailors including; <ol style="list-style-type: none"> i) Determine need for circular drive way to allow easier access for sailors to keep boats at home and drive down. ii) Ensure yard space available for those that sail regularly (and that members are aware if they sail regularly they will be a priority to get a space). 3. Working group to be established (see Junior Room Strategy).

NB. Kitchen upgrade completed during 2019 off-season

Financial and Compliance:

Goal: Club financial surpluses to be maintained at a minimum of \$100k over the 10 year life of the plan

Strategy:	Create a Capital Expenditure Budget for the Strategic Plan period	Develop sponsorship packages to retain existing and attract new sponsors	Identify and apply for appropriate grants to assist with club development plans
<i>Completed actions</i>		1. Review current sponsorship arrangements – what is the level of satisfaction from both sides ie MMYC and the sponsor?	
<i>Ongoing actions</i>		1. Improvement of sponsorship arrangements - new sponsorship board currently being arranged.	1. Review all potential grant sources for yacht clubs, sports clubs, healthy recreation at national, regional, state and local level. Eg Australian Sports Foundation for management of tax deductible fund raising. 2. Consider appointing a Grants Officer – responsible for identifying potential grant opportunities and preparing high quality, professional applications.
<i>Future actions</i>	1. Once the committee is clear on what capital projects are to be targeted across the period of the Strategic Plan, create a CapEx budget on a year by year basis. (This will be used to identify funding requirements which can be compared to club funds to identify shortfalls). 2. Once shortfalls identified, funding to be sought through grants, fundraising and other appropriate financial instruments to ensure the clubs reserves are maintained to target levels.	1. Assess best practice - liaise with Australian Sailing	1. Assess the requirement of the CapEx plan and ensure that timely action is taken to apply for appropriate grants and that grant opportunities are exploited fully 2. Create a directory of grants for future reference

Financial and Compliance (continued):

Strategy:	Ensure governance of the club is maintained at high level.	Promote a method for member to donate to the club.	Review membership fees and ensure sufficiency of rate and remain attractive.
<i>Completed actions</i>		1. Provide and promote a tax deductible donation facility.	
<i>Ongoing actions</i>	<ol style="list-style-type: none"> 1. Ensure that the Club Benchmarking Tool (Appendix 3, Growing Sailing Online) is reviewed annually and that progress is made each year towards a higher level of achievement. 2. Review of policies and investigation of using some of Australian Sailing policies 		<ol style="list-style-type: none"> 1. Review membership fees annually ensuring that they are set at a level at which ensures income requirements are met, whilst encouraging membership applications.
<i>Future actions</i>			