



BYC Proposed Strategic Plan 2013
(3 year plan)
DRAFT

*Please provide input on the boards spread throughout the room, or to any of the committee members listed below. Additional information and suggestions will be added into the plan, and the final draft will be prepared for approval at the Annual General Meeting in 2013.
(Copies to be available to membership in advance)*

*Heather Harvey
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Vision Statement

It is 2020 and ...

The Bras d'or Yacht is the premier boating and social destination of Cape Breton Island, with excellent facilities and services. It is the social hub within the village of Baddeck and an economically, environmentally and a socially sustainable.

The majority of club members are actively involved in club operations and programs.

The club is a leader in partnering and collaborating with community organizations that support waterfront development and preservation.

We work with local, provincial, national and international organizations to showcase the Bras d'or Lakes and to bring off island attention to Cape Breton's inland sea.

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 from across the province and around the world through a variety of social media.

Business Analysis

STRENGTHS

- Location
- History
- Sailing Programs (class)
- People
- Reputation
- Diversity of membership
- Newsletter
- Administrative position
- Regatta
- Slow Slow Slow Poker Run
- Prame Fleet/Crash Boats
- Low Dues/Fees
- Open to Public
- Local Business Support

CHALLENGES

- Complacency
- Wharfage
- Infrastructure (kitchen, washrooms, laundry/shower, JS Building, Wharf)
- Diversity of membership
- Social media participation
- Value of membership
- Winter season (high costs, low income)
- Uneven revenue levels
- Young people interest
- Youth leadership (Junior Sailing)
- Inefficiency in supply
- Lack of support
- Accountability
- Communication
- Atmosphere
- Maintenance expense
- Promotion
- Organization

OPPORTUNITIES

- Food Service/Partnerships
- Sport Affiliations
- Finger-piers
- Village partnerships (Lions, Village, Baddeck Marine, CB Boatyard, Curling Rink)
- Market as "Destination Retreat" for learn to sail (partner with hotel, Bell family, Amoeba)
- Lower hall
- Manager
- Regatta "Come Home Week"
- "Charity" for sailing school
- Club enthusiasm (work parties)
- Ben Eoin marina bringing visibility to the Lakes
- InterClub Partnerships
- Local sailing growth

THREATS

- Liquor/Food Regulations
- Financial Restrictions
- Waterfront Confusion
- Lack of Funding

Key Strategies

There are 7 Key Strategic Areas important to the Bras d'Or Yacht Club. These areas, as well as goals set to be completed by 2016 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 Bras d'Or Yacht Club.

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.

3) Sustainability

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

4) Partnerships

Goal: Club is a leader in partnering and collaborating with community organizations that support waterfront development and preservation.

5) Membership

Goal: A majority of BYC 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 BYC, 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 Bras d'Or Yacht Club.*

	Pursuit	Description	Timeframe	Lead Person/Group
1.1.1	Breakwater/Dock Rebuild	Complete quoting requirements, and planning for scope of work	May 2013	Commodore V. Commodore LTS Director
1.1.2		Complete submission to ECBC for funding	May 2013	Commodore V. Commodore LTS Director
1.1.3		Completion of Replacement to Breakwater area	3 years	Board of Governors
1.2.1	Kitchen Renovation	Gyproc utility area, shelving in storage area, complete plan for finished kitchen	1 year	Willie Reid/Peter Meisner
1.2.2		Complete Ceiling, painting, crackfilling.	2 year	Willie Reid/Peter Meisner
1.2.3		Appliances and plumbing installed and kitchen complete	3 year	Willie Reid/Peter Meisner
1.3.1	Interior Clubhouse Refurbishment	Showers/Laundry installed	2 year	Willie Reid/Peter Meisner
1.3.2		Design, and install hallway to washrooms in lower hall	2 year	Willie Reid/Peter Meisner
1.4.1	Exterior Property Improvements	Investigate Opportunity for outdoor tent area/permanent roof structure	1 year	Heather Harvey

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.

	Pursuit	Description	Timeframe	Lead Person/Group
2.1.1	Ensure employees and volunteers receive appropriate training	Arrange safe boating/UHF/ boat rescue courses	Ongoing as required	LTS coordinator
2.1.2	To have increased number of club members with Race Official/Race judge certification with an eye on hosting regional/national regatta	Arrange Race Official/Race Judge Courses	2015	Rear Commodore
2.2.1	Wharfage Use Rules to be established	Determine and communicate appropriate rules for wharf usage, and ways to monitor same	Spring 2013	Board of Governors, Commodore & LTS director
2.3.1	Create a welcome package	Visiting yachtsman package regarding our services/hours	2013-14	Board of Governors, Club administrator, BABTA
2.4.1	Learn to Sail Program (LTS)	Repair and update fleet of 13 prams	6 -12 Months	LTS director, Rear Commodore & Members with adopt a pram program
2.4.2		Seabirds restoration	2013-2015	LTS Director, Rear Commodore & interested member(s)
2.4.3		Development of weekend Destination LTS package for Adults and Women Programs	2014-15	LTS Director, Board of Governors and Club admin./manager
2.4.3		Develop the Casey Baldwin Fund that helps support LTS program and development of young leaders and instructors from within BYC LTS students. Look to establishing charitable Donation status for Junior sailing	6 -12 months	LTS Director, Treasurer, members Terry Kelley and Sean Baldwin
2.5.1	LTS/Business Development	Corporate Team Building Retreat that includes a sailing afternoon	2014-2015	Board of Governors/LTS Director
2.6.1	Support NSYA Initiative for presence within Cape Breton	Create a network between yacht clubs on the island, to share resources, ideas, and information	2 years	Commodore, Rear Commodore and LTS Coordinator
2.7.1	Racing Committee	Establish racing/Regatta Committee	Feb. 2013	Rear Commodore/Learn to Sail Director
2.8.1	Regatta Week – 100 th Anniversary	Work with organizations from across the Maritimes to attract new sailors/attendees to the event.	Aug 2013	Racing/Regatta Committee

Strategy 3: Sustainability

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

	Pursuit	Description	Timeframe	Lead Person/Group
3.1.1	Annual Business Plan for the Building	Determine rental details for events	3 mos.	Commodore
3.1.2		Specify use of fundraising campaigns (ie. In someone's honour/memory)	3 mos.	Board of Governors
3.1.3		Investigate option of particular fund becoming a registered charity	2013	Appointed Member
3.1.4		Establish Social protocols/committees	2013	Board of Governors
3.1.5		Create plan to achieve goal of becoming the "centre of the community"	2013-2016	Entertainment Committee
3.2.1	Human Resources	Establish a HR Committee	Feb. 2013	Board of Governors
3.2.2		Hiring Staff/Manager – work this goal into budget	Ongoing	HR Committee
3.2.3		Ensure all staff is trained in Superhost program	2013	HR Committee
3.2.4		Improve expectations of "welcoming behavior" – staff and members	Ongoing	HR Committee
3.2.5		Complete job descriptions for club staff and seasonal positions	6 mos.	HR Committee
3.3.1	Timely and Accurate Financial Reporting	Establish Finance Committee of Commodore, Treasurer and two other members to monitor financial status on a monthly basis	March 2013	Commodore/Treasurer
3.3.2		Prepare annual financial budget	2013	Treasurer and Finance Committee
3.3.3		Reformat monthly financials so they are easier to understand	2013	Treasurer/Bookkeeper
3.3.4		Preparation of "accounting procedures checklist" to help ensure accuracy and completeness of financials	2013	Treasurer/Bookkeeper
3.3.5		Review adequacy of backup procedures	2013	Treasurer/Bookkeeper
3.3.6		Preparation and review of monthly financial statements by the 20 th of the following month (ie. In time for Board of Governors monthly meeting)	Ongoing	Treasurer/Bookkeeper
3.3.7		Quarterly reporting of condensed version of financial reports.	2 nd quarter 2013	Treasurer/Bookkeeper

3.4.1	Cash Flow Management	Reassess the need for bar credit. Bar credit system ties up scarce resources and adds complexity to the accounting system	Feb. 2013	General Membership at AGM
3.4.2		Reassess public washroom access/or secure additional funding partners	Feb. 2013	Commodore (in progress at date of report)
3.5.1	Grants/Government Assistance	Establish a committee to monitor available assistance programs	May 2013	Financial Committee
3.5.2		Develop a plan to build up a reserve fund to meet monetary requirements of any matching programs (eg. CIIF program requires at least 50%)	Ongoing	Board of Governors/Financial Committee
3.6.1	Increased Bar Sales/New Sources of Revenue	Create a "Social Committee" to evaluate the merits of many event opportunities, and assist in planning	January 2013	Commodore/Bar Chair
3.6.2		Host regular meet and greet for members	2013	Social Committee
3.6.3		Develop a major annual fundraiser	2014	Board of Governors/Volunteers
3.6.4		Canvass Members for input	Ongoing	All board members, club members, and community groups

Strategy 4: Partnerships

Goal: Club is a leader in partnering and collaborating with community organizations that support waterfront development and preservation.

	Pursuit	Description	Timeframe	Lead Person/Group
4.1.1	Develop a three year plan for “Baddeck Waterfront Association”: Includes partnerships with the Baddeck Village Commission, Baddeck Marine, Cape Breton Boatyard, Mooring Authority, Baddeck Community Market, Baddeck Lion’s Club	Initiate meeting with potential partners Draft common vision, mission and goals Share/validate with community through public meeting Develop structure/organization to support vision, mission and goals	Fall 2013 Fall 2013 May 2014 Winter 2014/2015	Commodore (with assistance as project begins)
4.2.1	Identify other useful partnerships for BYC	For example: Bras d’Or Lakes Stewardship Society, Woods Hole Oceanographic Institute, Bedford Institute of Oceanography, Cape Breton University- explore potential for joint short courses on marine life, ecology, and sustainability and sailing/boating skills. Baddeck Legion, Curling Club, Baddeck Area Business and Tourism Association, and local hotels.	Ongoing	Board of Governors and all other interested parties

Strategy 5: Membership

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

	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	2013	Bookkeeper/Learn to Sail Director
5.1.2		Update membership on all plans and initiatives undertaken by BYC	2013	Commodore
5.2.1	Develop a Volunteer Policy and encourage participation of members (ie. Increase volunteerism)	Create a “skills bank” from all local members to create an inventory of what members are interested in and capable of	2013/14	Commodore/Bookkeeper
5.2.2		Communicate projects and areas of need for volunteers, so people can identify where they best fit	Ongoing	Project leads
5.2.3		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	2014/2015	Board of Governors
5.3.1	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 BYC	Ongoing	All Members
5.3.2		Ensure that projects taken on by BYC 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 BYC.	Ongoing	Board of Governors
5.4.1	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 2014	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.

	Pursuit	Description	Timeframe	Lead Person/Group
6.1.1	Ensure membership and visitors receive regular updates from BYC	Continue to complete quarterly newsletter	Ongoing	To be determined
6.1.2		Update bulletin boards inside, and outside the main building with ALL events, information, etc. from BYC.	Ongoing	Social Committee
6.2.1	Create a flow of information via email/social media (ie. Increase online presence)	Contact existing membership to update email listing	2013/2014	Bookkeeper
6.2.2		Put a system in place where non-members can provide their email addresses to BYC administration, to be notified of any social/community events	2013/2014	Social Committee
6.2.3		Assign one volunteer to the task of updating facebook, twitter, website and other social media outlets	April 2013	Social Committee
6.3.1	Human Resources	Implement a system of communication to ensure all staff are notified of updates on a regular basis	May 2013	Bar Chair
6.3.2		Set monthly staff meetings to keep all staff in the loop of operations	June 2013	Commodore/ Bar Chair

Strategy 7: Governance

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

	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 BYC operations.	Winter 2013	To be determined
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.	Winter 2013	To be determined
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.	Winter 2013	To be determined
7.4.1	Succession Planning	Examine and revise the terms of board members(1,2 or 3 years), to ensure proper succession planning for BYC Board.	Winter 2013	To be determined
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 BYC.	Winter 2013	To be determined
7.6.1	Board Governance Training	Plan for Board Governance training to review the function and duties of board and committee members.	Winter 2013	To be determined
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.	Winter 2014	To be determined