



BYC Strategic Plan 2023-24 - 2028-29

Mission and 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

Goal: 1) To ensure the current and future financial position of the Club is sound and can support all its programs and services as well as maintaining and improving its infrastructures;
2) To adopt funding strategy to cover the costs of harbour major repairs

Strategies	Projects
To develop financial forecasts of Revenues & Expenditures for next 5 years	1. To run various forecasts models (e.g., 5%, 7% increases) based on status quo business model.
	2. To conduct analysis of various scenarios on the financial position of the Club and submit report.
To conduct a critical assessment of issues relating to <u>current membership fee structure</u>	1. To consult/work with Membership Committee and Finance Committee to identify concerns with current structure
	2. To review membership survey results and conduct analysis for submission to Business Model Review Committee.
Subject to the outcome of Business Model Review	
To review and adjust membership structure and fees to align with new Business Model	1. Develop options/scenarios for revamping structure and its impact on members.
	2. To run financial forecasts based on different options
	3. To formulate proposal with assessment of pros & cons and impact of members.
	4. To obtain approval (Board and AGM) of revised membership fee structure and proceed with implementation.

Financial Sustainability

Goal: 1) To ensure the current and future financial position of the Club is sound and can support all its programs and services as well as maintaining and improving its infrastructures;
2) To adopt funding strategy to cover the costs of harbour major repairs

Strategy	Project
Subject to the outcome of Planning Committee and updated AMP	
To develop financial preparedness plan to cover Major Project Costs for next 5 years	1. Restricted Fund forecast for next 5 years +
	2. Develop options/scenarios for covering the costs of Major Projects (e.g., increases for restricted fund ; special assessment; bank loan options; other sources)
	3. Formulate recommendations to the B of D and AGM
To assess risk of proceeding/not proceeding with Major Capital Projects	1. Conduct Financial Threat & Weaknesses Analysis.
	2. Assess Financial risk assessment (Loan repayment of interests/capital over X years
	3. Assess risk of not being able to generate forecasted revenues as per the new business model and fee structure
New revenue stream	
To diversify revenue streams through events, sponsorships, partnerships and grants.	1. To consult/work with Membership Committee to explore avenues for new revenue streams: services, sponsorships, partnerships, grants.
	2. To appoint new Director at Large responsible for fund raising on B of Directors.

Harbour Services, Maintenance and Major Repairs

Goals:

- 1) To secure funding necessary to cover the costs of ongoing harbour maintenance, repairs, improvements and carry-out major projects;
- 2) To ensure marina services are available and all harbour infrastructures are in good order;
- 3) To implement in order of priority, corrective measures and for harbour issues that have been identified in previous APM Plan and Safety Reports;
- 4) To review/consider recommendations made by the AMP Committee 2024-29
- 5) To develop proposals for optimizing the harbour
- 6) To implement East Wall Interim Repairs and the West Shore & East Wall Engineering Project

Strategies	Projects
To secure funding	<ol style="list-style-type: none">1. To review and develop options to ensure the harbour has <u>dedicated</u> funds in the reserve to cover ongoing maintenance and improvement projects (approved by the B of D and recommended by the AMP Committee)
	<ol style="list-style-type: none">2. To forecast reserve growth for next 5 years
To improve marina services and infrastructures	<ol style="list-style-type: none">1. To develop proposals and cost estimates for improving the quality of services (e.,g.: adding staff, hours of services, response time, etc.)
	<ol style="list-style-type: none">2. To identify/resolve issues with the Service Dock, marina service boats, trailer and tractors, sheds, etc.
	<ol style="list-style-type: none">3. To develop, in consultation with the champion for environmental sustainability, a policy for the harbour, including: disposal of toxic waste, recycling and clean grounds, etc.
	<ol style="list-style-type: none">4. To update harbour regulations as required to reflect new practices
To implement corrective measures/projects identified in previous AMP, Safety Reports, and by Harbour Manager and Harbour Master.	<ol style="list-style-type: none">1. Review & Update the status of previous AMP, including the comprehensive 2016 AMP, Safety Reports,
	<ol style="list-style-type: none">2. To update costing of outstanding corrective measures and projects
	<ol style="list-style-type: none">3. identify priorities and recommendations for approval by B of D
To review/consider recommendations made by the APM Committee 2024-25	<ol style="list-style-type: none">1. To meet/consult with AMP Committee on proposals, priorities and cost estimates.
	<ol style="list-style-type: none">2. To engage the B of D in discussions leading to the approval of the AMP and presentation to the AGM

Harbour Services, Maintenance and Major Repairs

Goals:

- 1) To secure funding necessary to cover the costs of ongoing harbour maintenance, repairs, improvements and carry-out major projects;
- 2) To ensure marina services are available and all harbour infrastructures are in good order;
- 3) To implement in order of priority, corrective measures and for harbour issues that have been identified in previous APM Plan and Safety Reports;
- 4) To review/consider recommendations made by the AMP Committee 2024-29
- 5) To develop proposals for optimizing the harbour
- 6) To implement East Wall Interim Repairs and the West Shore & East Wall Engineering Project

Strategies	Projects
To develop proposals for optimizing the harbour and managing moorings	1. To identify options for mooring refurbishment
	2. To set-up contracts for dock moorings with members
	3. To examine ways of increasing dry mooring capacity for small boats & water craft
	4. To deal with boat yard issues: older-unused boats, removal of junk, lawn maintenance, car parking, etc.
To carry-out Phase 1 & 2 of the EastWall/Dam and Western Shoreline Engineering Study	1. To negotiate and sign contract with Baird Consulting
	2. To set-up Project Working Group
	3. To consult with Stakeholders as needed
	4. To present Report Board of Directors and AGM

Sailing Participation

Goals: 1) To implement a range of sailing initiatives and events that appeal to all sailors and are supported by learning activities.
2) To plan ahead for the maintenance and replacement of boats required to support sailing at BYC

Strategies	Projects
To improve sailing pathway	1. Develop and offer training and coaching opportunities
	2. Promote learning opportunities and building a strong sailing community
	3. Improve communications and guidance at all levels in regards to sailing opportunities available: intro to racing, crewing, etc.
	4. Increase participation by sailors and family members in existing and new special sailing events
To affirm BYC - competitive racing vision and continue to build a strong community.	1. Survey sailing community at BYC to determine long term objectives and interests in more and higher level racing.
	2. Develop plan for 2025 and beyond
	3. Build-up enthusiasm for participating in BYC Racing Calendar during the whole season.
	4. Host title races at least once per season
	5. Continue to promote RUST
To promote Women Sailing at BYC	1. To identify a Champion/Ambassador that will represent the interests of Women Sailing and Racing at BYC
	2. Develop a Plan to attract Women to the world of sailing
	3. To develop a short-term program of activities for women sailors 2024-25 and a long-term program for 2025-26 and beyond
To promote existing cruising events and organize new ones	1. To find volunteer to act as a Cruise Director

Sailing Participation

Goals: 1) To implement a range of sailing initiatives and events that appeal to all sailors and are supported by learning activities.
2) To plan ahead for the maintenance and replacement of boats required to support sailing at BYC

Strategies	Projects
	2. Review existing events & rate of participation and put forward proposals for improvements
	3. Develop options new cruising events weekly; monthly, seasonally
To establish greater connectivity between YSP and BYC racing and sailing activities.	1. To build a « Bridge the Gap » pathway for Youth to experience racing/sailing with adult sailors at BYC
To develop events that brings sailors together during the off-season; 1 event/month	1. Sailing Speaker Series: -stories from sailing trips -cruising the Ottawa river -cruising the Caribbean -cruising Europe -sail trim and design -Physics of sailing
	2. Get together - Sailors' Pub night
To examine the feasibility of seasonal program manager to oversee sailing programs and special events throughout the season. <i>NOTE: this program manager position would also have responsibilities for courts programs.</i>	
To ensure club boats are available and in good conditions	1. To conduct an assessment of boats conditions and recommendations for maintenance/repairs.
	2. To put forward specific proposal (s) for replacing equipment-timetable and costs

Learn To Sail/Race Program for Youth

Goal: 1) To make the Youth Program better.; 2) To improve the maintenance of boat fleet and develop plan for replacing equipments

Strategies	Projects
To attract and retain great coaches	1. To offer sailing opportunities for graduating youth to continue to hone their skills and become coaches
	2. To hold team building and social event for all coaches to develop camaraderie
	3. To maintain competitive salary wages for coaches
	4. To pay for coaching certification
	5. Coaches salaries to be increased on merit
	6. Succession plan for existing coaches
	7. To conduct performance evaluations
To grow the race program	1. To encourage kids in LTS program to participate in fun races
	2. Bring back the dinghy race night BBQ at the Junior Club
	3. Invite last year's LTS enrolled youth to the Tucker Rogers Regatta
	4. Invite LTS enrolled youth to National Capital Regatta
	5. Use the 9th week to provide an Opti Learn Race Camp
To ensure the Youth Program meet all aspects of Canada Sail and Safe Sport Policies and Regulations.	1. To identify current practices that require modifications if any to be compliant with Sail Canada and Safe Sports.
To effectively maintain a fleet of sailboats and support boats, ensuring that participants have access to reliable equipment	1. Youth Committee to take over the inventory of equipment and maintenance log
	2. To inspect all Youth equipment and identify maintenance issues for repairs/replacement
	3. To identify all equipment with stickers

Learn To Sail/Race Program for Youth

Goal: 1) To make the Youth Program better.; 2) To improve the maintenance of boat fleet and develop plan for replacing equipments

Strategies	Projects
	4. LTS coaches to become responsible for cleaning and maintaining their assigned coach boats.
To earmark basic annual budget to LTS Program to ensure funds are readily available for minor maintenance or acquisition	1. To propose a fixed budget amount from the forecasted net revenue for the year
To plan for replacement/addition of boat fleet in years ahead and the acquisition of sailboats used in international competition	1. To formulate a plan/schedule for purchasing additional sailboats in future years
	2. To examine options for the acquisition of sailboats such as RS Feva and Club 420s

Programs Goals: 1) To implement a variety of « successful » programs and events that appeal to a broad spectrum of members 2) To offer highest level of hospitality for all programs, events and Food & Beverage services	
Strategies	Projects
To create a diverse calendar of <u>programs and events</u> that appeals to broad spectrum of participants	1. To conduct a « performance analysis » of programs/events held in 2022-23 and 2023-24 to date to determine level of success
	2. To introduce new and exciting <u>special events</u> for 2024-25 and beyond
	3. To determine what are the <u>thematic events</u> to keep and put forward new themes that <u>celebrates different cultures and diversity</u> .
	4. To increase programming for members
To expand use of event space to support the off season	1. To identify unused space time and develop proposals that will make greater use of space facilities and increase revenues for BYC
To set specific goals for improving services at BYC	1. To review challenges to overcome in order to offer top quality services: examples: staff shortage; costs; communications; processes; price points
	2. To establish service objectives and standards for improving quality of services across the board.
To develop and implement continuous quality services initiatives	1. To develop proposals for improving different sectors of activities whether if be event management or Food & Beverages Services. 2. To earmark funds for service improvements.
Courts Program Goal: 1) To improve the operations and management of Courts inn order to better serve the members	
To implement new courts programmings (as identified in the Courts Survey Results 2024) supported by an effective management of schedules and events	1. To develop options for Club league play and tournaments for both Tennis and Pickle Ball throughout the season

Programs Goals: 1) To implement a variety of « successful » programs and events that appeal to a broad spectrum of members 2) To offer highest level of hospitality for all programs, events and Food & Beverage services	
Strategies	Projects
	<div>2. To examine the feasibility of seasonal program manager to oversee courts scheduling, league plays & tournaments.</div> <div>NOTE: this program manager position would also have responsibilities for sailing programs, such as cruise week, sail pass, etc.</div>
To develop a regular maintenance schedule for courts supported by adequate budget	<div>1. To identify ongoing maintenance needs: court's nets; surface cleaning and small repairs, etc.</div>
	<div>2. To obtain basic level of resources needed to implement regular maintenance of courts</div>
To plan for major repairs of courts needed over the next 5 years.	<div>1. To assess future needs for repairs: surface, course fences, wind fences, etc.</div>
	<div>2. To obtain costing for repairs and ensure inclusion in the AMP</div>

Facilities Enhancements

Goal: 1) To enhance facilities and amenities to improve the Club and members’ experiences. (This will be based on outcome of Planning Committee: updated AMP)

Strategy	Project
Identify priorities for facilities improvement projects (Club House, Youth Club House, grounds) and develop project proposals. This excludes the Harbour	1. To set-up team of members from XX Committees to review the updated AMP and identify/agree on priority improvements and timeline.
	2. Description of project’s nature and scope as per project template, including cost estimates.
To develop/implement new amenities and services to enhance members’ experience (Less than \$20K)	1. Based on 2024 Survey of members, develop options for and feasibility of proposals to improve club’s amenities & services.
	2. Formulate proposal, costing and submit for approval.
To seek funding from City of Ottawa to partially cover costs of upgrades/renovations for designated heritage building elements	1. To identify projects in the revised AMP which relate to the Club House and which qualify for funding by the City of Ottawa under the Heritage Building designation. Up to \$20K/year.
	2. To meet with City officials to review/discuss upcoming work to be done and timeline (5 years)
	3. To prepare detailed project proposal following City’s guidelines
To upgrade some elements of the Youth clubhouse: washrooms, outdoor showers; leaky ceiling; water station.	1. To develop project plan for the renovations and submit plan for approval and funding
	2. To identify maintenance issues and submit proposal for corrective actions.

Environmental Sustainability**Goal: 1) To implement initiatives aimed at becoming an environmentally responsible Club**

Strategies	Projects
To appoint a Club's Champion to take on the Environmental Sustainability Initiative	1. To seek volunteer(s) to take on the Environmental Initiative at the Club
	2. To set-up project team with project charter and timeline.
Examine & Report on issues/concerns impacting on the sustainability of BYC environment	1. To identify current issues across the Club: disposal of garbage, toxic waste, non-recyclables, recycling practices.
	2. To consult with other Clubs for best practices and policies
To develop & implement an Environmental Policy	1. To review draft policy from 2021 and propose revisions 2. To submit updated Policy for approval by B of D.
To develop options for a greener Club	1. To develop proposals/plans and obtain approval
To implement Action Plan 2024-29	1. To seek approval for implementation expenses for individual projects, as required.
To promote best eco-friendly practices throughout the Club.	1. To inform members of Policy and best practices
	2. Organize clean-up events
	3. Conduct periodic reviews and report to Manager & Harbour Master
To raise awareness of human activities on water eco-systems.	1. To brief members at least once/year one being eco-friendly on the water.
	2. To organize info session (1 hour) of the Ottawa River eco-system
To develop partnerships with organizations involved in environmental protection of the Ottawa River	1. To set-up a BYC eco-friendly on water team
	2. To establish relationships with organizations such as Ottawa Riverkeeper; Ottawa River Institute; Ottawa River Coalition; Nature Conservancy of Canada

Membership Engagement

Goals: 1) To provide input/advice on matters relating to membership model & structure; and
2) To develop, implement programming activities to continuously improve communication, marketing membership recruitment, retention and engagement.

Strategies	Projects
To implement a comprehensive membership survey	1. To develop survey questionnaire and proposed methodology
	2. To administer survey to all members and report survey results
To provide input and participate in the Business Model Review process.	1. Provide discussion paper on issues relating to the business model; membership structure and fees
	2. Develop a communication strategy to inform and engage members on new Business Model and membership structure and fees.
Recruitment and Retention	
To attract and retain members	1. Conduct a demographic analysis of members and put forward recommendations for actions.
	2. To develop a targeted external marketing campaign to recruit new members
	3. To develop a targeted internal marketing campaign to recruit and retain existing members
	4. Develop targeted strategies to welcome and engage New Members
To improve communications with members	1. Establish mechanism for members' feedback to obtain feedback on their satisfaction, concerns, and expectations
	2. Increase internal communication strategies that will bolster intra-club communication
	3. Increase external communication strategies
To attract and involve volunteers in key areas of the Club	1. Identify needs for volunteers across all areas of the Club (BoFD; Committees; Events;etc.)

Membership Engagement

- Goals: 1) To provide input/advice on matters relating to membership model & structure; and
 2) To develop, implement programming activities to continuously improve communication, marketing membership recruitment, retention and engagement.

Strategies	Projects
	2. Identify BYC Nominating Chair following Fall Elections 2024-25
	3. Launch a volunteer recruitment campaign for 2024-25
	4. To acknowledge and celebrate the contributions of members at all levels
	5. Develop succession plan for future years
Engagement BYC Programming	
To provide input for the annual plan for all events & special activities at the Club.	1. Review and confirm recurring annual events/activities
	2. Consult and identify new events for the current year and next year for planning purposes

Membership Engagement	
Strategy	Project
Marketing and Communications	
Make greater and consistent use of BYC logo as a Brand	1. To review how/where BYC Brand is used (communication/marketing strategies/signage etc.) and put forward recommendations
To improve the distribution of information/news to memberships, stakeholders and community	1. To issue BYC Full and By Quarterly Bulletin (formerly Full and By monthly Newsletter)
	2. BYC Commodore's Connect (formerly Corner)
	3. To implement regular update of BYC Website, Facebook and Instagram
	4. To continuously improve the BYC Annual Report
Develop a BYC Boutique for increased exposure of Club	1. To review results for BYC-Logo items currently on sales at the Club
	2. To develop proposal for greater inventory of products (accessories & items of clothing) and obtain approval to proceed.
Sponsorship	
To develop a sponsorship program to support a new revenue stream and help off-set programming costs.	1. Review and confirm potential Sponsorship opportunities within programming to help offset costs.