

BYC Strategic Plan 2023-24 to 2028-29

Mission and Vision

<p>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.</p>	<p>Vision: To be the National Capital Region's premier private yacht club, providing an exceptional Members experience.</p>
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Broad Objectives

<p>Growth</p> <ul style="list-style-type: none">• To continue to thrive and grow membership & operations	<p>Efficiency & Quality Services</p> <ul style="list-style-type: none">• Ongoing improvement of services/programs offered and how they are delivered.	<p>Infrastructure Management</p> <ul style="list-style-type: none">• Taking care of BYC infrastructures is paramount to delivering our mission	<p>Member Focused</p> <ul style="list-style-type: none">• Ultimately members must be satisfied and value being part of the BYC community.
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Strategies & Projects

<p>Financial Sustainability</p> <ul style="list-style-type: none">• To develop financial forecasts of Revenues & Expenditures for next 5 years• To conduct a critical assessment of issues relating to current membership fee structure <p>Subject to outcome of Business Model Review</p> <ul style="list-style-type: none">• To review and adjust membership structure and fees to align with new Business Model <p>Subject to outcome of Planning Committee and updated AMP</p> <ul style="list-style-type: none">• 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	<p>Harbour Services, Maintenance and Major Repairs</p> <ul style="list-style-type: none">• 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	<p>Sailing Participation</p> <ul style="list-style-type: none">• 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.
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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