

## **Report to The Executive Strategic Planning Session 2022**

November 2022

### **Preamble and Methodology**

In 2021, the Commodore asked for a review of the current Strategic and Business Plan with a view to updating it.

A series of three, three hour sessions took place, open to all Members, to review the current plan, conduct an area by area Strengths and Weakness analysis of all the Club's operations, review the current Vision Statement, propose a Mission Statement and finally to provide to the Executive a list of Strategic Objectives.

It was proposed that the Executive, moving forward, will adopt the items contained within this report and move forward in determining Officers Goals that will be in keeping with the Strategic Objectives. Together the Vision Statement, Mission Statement, Strategic Objectives and the Officers Goals will form the Strategic Plan.

### **Terminology**

For the purpose of this report the following are working definitions:

#### **Vision Statement**

A clear compelling picture in words defining our identity, values and what we will be in the future.

#### **Mission Statement**

Our goals by which we as a Club are defined. Those values which form our foundations and the deliverables we wish to maintain.

#### **Strategic Objectives**

A multi-point list of key items from the focus group that will provide direction to the Executive. They are for consideration by operational elements of the Club. Generic, for the most part, these objectives are those that were identified by the group as requiring focus on.

#### **Officers Goals**

A list of time sensitive objectives that are categorized as Immediate (within 6 months) Short Term (up to two years) and Long Term (over two years). They are prepared by the Club's Officers and are derived from and link back to points found in the Strategic Objectives. They are to be approved by the Commodore and recorded and tracked so that all projects are captured and long term projects are preserved as future Executives change. All goals must have clear measurable targets, timelines for implementation and completions and identify resources required both financially and material.

## **Vision Statement**

The group reviewed the Vision Statement and after discussion felt it was still viable. To wit, our recommendation is that the Vision Statement be accepted as previously written:

The CIYC is a vibrant fun sailing club with full membership located on the shores of Lake Erie.

We are dedicated to our members' total enjoyment of CIYC's wonderful atmosphere, the beautiful grounds, facilities and programs that make up our Club.

We will continue to be the Yacht Club where people of all ages and like interests will want to be.

CIYC will be the model by which all other yacht clubs measure themselves.

## **Mission Statement**

The group recommended the following Mission be adopted;

CIYC will be recognized as a vibrant, energetic sailing club built on dedication to our members enjoyment, innovative educational programs and community partnerships.

## **Strategic Objectives**

Past Strategic objectives were reviewed and compared to the current needs as indicated in the groups' analysis of Strengths and Weaknesses.

The group submits the following:

1. To ensure facilities meet the highest requirements for members of all ages in respect of aesthetics and ergonomics now and for the future.
2. The club must be accessible for all.
3. To continually improve relationships with members, stakeholders and the community.
4. Grow membership
5. Provide sailing education
6. Provide members and stakeholders with timely, accurate and transparent communications
7. Be fiscally responsible and transparent at all levels.
8. To develop new programs as required.

9. To develop clean /green practices.
10. To foster a yacht club that is safe, fun and free from intimidation and encourages participation.
11. Ensure succession planning is in place.

### **Summary of Top Strengths and Weaknesses**

The group was guided in its process by the following Strengths and Weaknesses analysis. Whilst there were more listed under each category these represent the ranked order of the most significant in each area as determined by the group.

#### Club Overall

##### **S**

Location and grounds  
Expertise and shared knowledge among members  
Private ownership with no debt

##### **W**

Age of members  
Fixed land size with no opportunity for expansion

#### Culture

##### **S**

Friendly helpful members who are willing to share experiences  
Casual atmosphere

##### **W**

Apathy resulting in low participation at events  
Still the existence of a behind the scenes "Old boys club"  
Whispering and criticism behind members backs

#### Executive

##### **S**

Volunteerism  
Knowledge

##### **W**

Lack of people stepping up  
May be too big  
No succession plan  
Forced to try and fill positions with anyone who will step up regardless of experience

## Membership

### **S**

Talented  
Increasing  
Cost effective

### **W**

No committee or Exec in charge of membership  
Lack of participation in events  
Need Social to provide more social activities

## Community

### **S**

Strong relationship with town, they have shown support (YS, Tug, etc)  
Strong relationship with Ontario Sailing (The governing body)  
Good relationship with other clubs

### **W**

Lorna Lane encroaches on use of docks in Shark Alley

### Threat

Loss of access if Lorna Lane letters do not get sent out

## Communication

### **S**

CIYC News, Webpages, FaceBook Parades, Open House

### **W**

Lack of yearly, accurate, published calendar. Available early in year  
All forms of Communication require regular updates and manpower  
Lack of Phone Committee (in particular for new members)  
Lack of New Member orientation

## Docks

### **S**

Paid for  
Solid structure

### **W**

Width of wells fixed inhibits boats we can dock  
Electrical and water may pose safety concerns  
Docks are very old, dangerous and not accessible to those with disabilities

### Threat

Docks are the elephant in the room. Something needs to be done. It is a huge task and what exactly needs to be done and at what cost is largely unknown and lacks consensus.

### Race

#### **S**

Gets people to the Club and gets them sailing  
Consistent format ie Wednesday night  
Well organized

#### **W**

Low number of racers ( boats at the dock)  
Lack of crew for boats  
Racing still intimidates new and novice sailors

### Paddle Pass

#### **S**

Access to Cedar Creek and great waters

#### **W**

Lack of structure and direction  
Lack of followup  
Confusing name

There is an opportunity to introduce new non sailors to the club who may take up an interest in sailing.

### Adult Learn to Sail

#### **S**

Gains new members  
Just the fact that we have a program makes us unique  
The quality of our instructors

#### **W**

We have too few instructors  
We offer no variety of courses in particular advanced courses to upgrade skills of existing sailors  
The certification process for instructors both new and recertifying is tedious

### Social

#### **S**

Lots of activities  
Provides opportunities for members to mingle and meet

## **W**

Lack of participation  
No firm calendar of events (planning for members is difficult)  
Lack of cruising events

## Greening of CIYC

## **S**

We are engaging Clean Marine to provide a report on conditions and make recommendations  
Club has a desire to become green

## **W**

No actual Green Policy  
May add rules and costs for members

## Property

## **S**

Location and good looking  
Facilities and building are good  
We are self sufficient in term of boat and mast storage

## **W**

The job of property is a large undertaking  
We are not green and could result in liabilities in respect of spills, electrical accidents  
Lack of parking  
No plan for future property updates

## Youth Sail

## **S**

Creates community awareness of the club  
Makes money for the club  
Self sufficient

## **W**

Lacks a succession plan

As an aside the group reviewed “Barriers to Entry” in respect of joining the Executive

People are here to relax not work  
Want a cheap place to dock a boat  
Not an area they are comfortable in  
Requires a thick skin  
History of burning out Execs  
Fear of not knowing ..... no education process

## **Summary**

This report is intended for the Executive. The Focus Group has given an unbiased overview of the Club and recommended Strategic Objectives for the Executive to act upon. Our biggest concern and statement to the Executive is put this in place such that it will not be forgotten but used as a tool to continually guide its actions. The Plan with all its parts is a living document not to be placed on a shelf and gather dust.

## **Facilitators Comments**

It has been a great pleasure to conduct the review of the CIYC Strategic Plan and to work with such a hard working enthusiastic group. They showed vision and passion in all their comments and recommendations.

As Facilitator, I will also discuss with the Commodore and Executive ways in which to execute and track the Officers Goals which will form the final piece of the Strategic Plan. My recommendations will be suggestions made from my experiences in introducing Strategic Plans to my company as well as others who have engaged me in their strategic plan development. The Executive is not to be constrained by these recommendations as they are just that, recommendations.

Again thank you for allowing me to facilitate this process and thanks to the great group who so selflessly gave so much of their time .

Respectfully

Paul Cairolì

01 November 2022