

# Report To CIYC Executive and Membership Re: Strategic Initiatives

## Scope of Project

CIYC Executive requested that an analysis be done to determine what factors would influence the creation of club Vision and Mission Statement and influence the creation of long term strategy. The emphasis was that it should be largely influenced by a cross section of the membership.

## Methodology

The Commodore and Vice Commodore chose a cross section of membership to take part in two interactive group sessions the task of which was to analyze the current status using an initial survey, a SWOT analysis of various CIYC operational segments and recommend to the Executive key areas that could or would become critical paths moving forward. Finally the group would define to the Executive the key items that could define the vision of the CIYC. The group was comprised of approximately 20 members representing, existing full members, new members, established members, honorary members as well as associate and social members.

## Key Strengths and Weaknesses by Operational Segment

\*Denotes item was identified as key

### Club Overall

#### Strengths

- membership dedication\*
- self-help\*
- cost
- facilities and location town support

#### Weaknesses

- age\*
- too far from populated areas
- hard to expand
- shallow water\*

### Facilities/Property

#### Strengths

- own the property\*
- park-like setting on the lake\*
- protected harbour\*

#### Weaknesses

- dredging, lake levels
- lack of expansion room
- poor visual first impression\*
- poor playground for kids

## Membership

### Strengths

- bond through sailing\*
- not expensive\*

### Weaknesses

- unsocial/cliquish, do not handle new members well
- no young sailors\*
- supportive of social events

## Social

### Strengths

- hold membership together\*
- cost\*
- big 3 events and growing

### Weaknesses

- nothing for kids\*
- poor member support need to contact and get more people to commit
- no winter events

## The Executive

### Strengths

- Guided by good governance\*
- communicate well\*
- thinks like the membership

### Weaknesses

- loose cannons ... people trying to run the club from outside the executive\*
- lack of people wanting to take on Exec. Positions\*
- lack of transparency
- term of office too short
- needs to spend more time on community relations (Town, Melton's)

## Learn to Sail

### Strengths

- national accreditation
- good volunteers
- promotes new and younger members

### Weaknesses

- hard to find instructors
- cost to train
- losses money

## Racing

### Strengths

- competitive
- organized
- regular
- social

### Weaknesses

- level of participation
- no development series/ instruction/ blue racers in decline
- rules unclear
- intimidating

## **Part II Recommended Actions**

After dialogue on the above assessments the group offers its thoughts to the Executive for consideration as detailed below:

### Property

Our location is second to none offering one of the only direct lake accessible yacht clubs in the area, combined with its park like setting, we should be exploiting these through promotion. We recommend that Executive keep the upkeep of grounds and clubhouse foremost in its future planning including the visual first impression of the club which needs attention. Playground facilities are poor and if we are to attract youth we must start by providing the youngest with a safe, more up to date play area. We must look like a Yacht Club and the best Yacht Club we can be.

### Dredging

This may be our single biggest operational concern and if not continued create the biggest threat to the operation of the yacht club. The group discounted its relationship with the town and other stakeholders such as Melton's and Erie View. There was concern that our relationship with our dredging stakeholders may not be as sound as we think and notwithstanding given the critical and financial importance we encourage the Executive to give strong consideration to renewed and higher level association with stakeholders.

### Membership

We have a good story to sell but we need to sell it. Our Full Membership is constrained by space but we feel a full membership status needs to be maintained and even a waiting list would be a positive.

Whilst age and the need the need for youthful members is paramount due to our ageing membership the group identified that we should not be pushing youth at the expense of our wise and valued more senior memberships. We look to the Executive to balance the membership. In respect of older members we ask their needs be considered when upgrading facilities , items like picnic benches do not always go well with tired knees and backs.

Finally, we recommend that new members are integrated into the club using a mentoring or buddy system. We want to remind all existing members that a simple hello or introduction will be most welcome by a new member. Perhaps a picture board of all members.

### Social

Social does a great job we want to remind them to keep changing up a bit. Perhaps look at smaller lower key winter activities such as winter pot lucks.

There was concern that the burden of social fell on the shoulders of too few and could be assisted by more volunteers and the appointment of a Champion for each event.

We need to utilize the web site more to promote social.

### The Executive

The Executive needs to work on more timely communication and more transparency. Minutes on the web site are old and out of date (at the time of this writing the most up to date minutes were from 10 August).

The group feels there are splinter groups that whilst operating with good intentions are acting independently from the Executive and hence the membership on numerous projects. The group feels to be more effective these groups need to be constrained. The Executive needs to regain control.

To address lack of new blood on the Executive the group encourages the Executive to engage the Nominating Committee earlier in the year so it can identify possible candidates earlier perhaps encourage more people to participate. July was a date to be considered.

We feel that the current term of the Executive at one year is too short to fulfil plans and mandates. Although we encourage a longer term, perhaps two years, we feel that too long a term may be detrimental and a max term be imposed also.

The Executive needs to develop a stronger relationship with the town.

### The Town and Stakeholders

The relationship around the town came up in our discussions more than any other topic.

Concerns ranged from costs to CIYC if the town decided to stop dredging to damage to our relationship with the town based on what was perceived by the group to be antagonistic discussions in the past.

We encourage the current Executive to explore the current relationship with all stakeholders and rebuild where necessary. We hope the Executive considers a formal structure to ensure timely and accurate communication.

### Greening of the CIYC

Not a lot of time was spent on this subject other than to say we must be aware of and strive to be as green as possible in as many areas as we can.

Elimination of paper plates through the addition of a dishwasher was raised as well as being conscious of latest technology such as LED lighting.

There was a caution that green can be expensive. It was recommended we be aware of changing legislation and ligase with other clubs to see how they handle waste, toxic paints etcetera.

### Miscellaneous

Keep CIYC news . Remember we want to have fun. Let's look at a youth sailing program. Put up a suggestion box.

### Thoughts for a Vision Statement

The group did not create a vision statement but did recommend for consideration the following key points which they felt were the essence of a clear compelling snapshot of what the CIYC should look like 5 or 10 years down the road.

- Fun,Vibrant and Energetic in all aspects of sailing this is our product)
- Improved and nicer grounds and facilities than they are today
- Visually looks like what a model yacht club should look like
- With full docks and fully utilized facilities
- “ Where people of all ages with like interests want to come.”

### Final Statement

The group wishes to thank the Executive and Membership for allowing us to take on this task. We have tried to be candid where we needed to be, passionate where necessary and honest to a point.

We hope no one takes offence to any opinion contained herein, it was not intended to be personal. We recognize so many things that the club and its individual have done right and will continue to do so.

Respectfully

“ The Group”