



VISION

The Canberra Yacht Club (CYC) is about sailing as an activity for life, and for the whole family, which contributes to a healthy community.

MISSION

To provide the best possible, most enjoyable sailing facilities and services in a friendly, respectful community of members.

STRATEGIES

- Strategy 1.** Develop strategies to support, develop, and improve CYC members' sailing interests and abilities consistent with their individual aspirations.
- Strategy 2.** Provide an inclusive Club ethos characterised by mutual respect between members and the CYC, which:
- is valued by senior and junior members, supporting non-members and volunteers,
 - fosters a volunteer culture,
 - listens to, understands and meets the broad range of priorities and expectations of CYC members,
 - values and makes best use of what members have to offer,
 - includes achievement of a sustainable growth target of CYC membership of approximately 5% per year
- Strategy 3.** Achieve and sustain productive and mutually supportive relationships with key stakeholders and the wider community to enhance the position of sailing as a sport of community value in Canberra.
- Strategy 4.** Provide facilities and services to members which:
- are relevant to the needs and priorities of the CYC membership,
 - support the CYC's operations,
 - are safe, and
 - deliver high quality and best value for money in an environmentally friendly manner.
- Strategy 5.** Establish and maintain management, organisational and governance arrangements which:
- align the CYC's human resources, capital assets and financial resources with the Club's strategic priorities and objectives,
 - ensures a sustainable financial structure,
 - supports the sustained provision of services and facilities
 - understands and mitigates risks, and
 - meets all relevant regulatory, compliance and accountability requirements and standards



STRATEGY 1

Develop strategies to support, develop, and improve CYC members' sailing interests and abilities consistent with their individual aspirations

Strategic objectives	Who
1.1 Offer national training schemes to a consistent national standard with CYC recognised as a significant provider of recreational sail training and certification through Yachting Australia	RC-O
1.2 Deliver programs to foster competitive sailors to compete at regional and national regattas in different classes as effective representatives of CYC	RC-O
1.3 Review and formalise protest committee arrangements where appropriate	RC-S
1.4 Investigate and consider introduction of additional forms of racing/cruising	RC-S
1.5 Review content and practical implementation of race management documentation	RC-S

STRATEGY 2

Provide an inclusive Club ethos characterised by mutual respect between members and the CYC, which:

- is valued by senior and junior members, supporting non-members and volunteers,
- fosters a volunteer culture,
- listen to, understands and meets the broad range of priorities and expectations of CYC members;
- values and makes best use of what members have to offer.

Strategic objectives	Who
2.1 Provide opportunities for new and established members to feel welcome in the club.	CEO
2.2 Promote and recognize volunteer services by members	RC-MS
2.3 Program of social and off water activities. (Also at 4.6 below)	RC-MS
2.4 Benchmark with other clubs and relevant organisations what we do to engage volunteers	V-C
2.5 Develop member communications	RC-C
2.6 Undertake an analysis of member characteristics to assist in the improvement and delivery of member services	RC-MS



2.7 Review and tailor the range of CYC membership options to reflect more closely the range of CYC membership expectations and contributions.	RC-MS
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STRATEGY 3

Achieve and sustain productive and mutually supportive relationships with key stakeholders and the wider community to enhance the position of sailing as a sport of community value in Canberra.

Strategic objectives	Who
3.1 Engage in policy direction and debate affecting CYC interests	CDRE
3.2 Engage with key externals and build on relationships with key stakeholders	CDRE
3.3 Develop strategic alignment of messaging and targeting of media for key events	RC-C
3.4 Enhance the relationship with the CSCC	CDRE
3.5 Consider deeper engagement with the community/ charity sector	RC-O

STRATEGY 4

Provide facilities and services to members which:

- Are relevant to the needs and priorities of the CYC membership
- Support the CYC's operations
- Are safe, and
- Deliver high quality and best value for money in an environmentally friendly manner.

Strategic objectives	Who
Facilities:	
4.1 Develop a high level costed facilities plan to assess needs for future upgrading and development	RC-MS
4.2 – 4.3 (Spare)	
Services:	
4.4 Review the range and level of services provided, including complexity vs cost trade-off	RC-MS
4.5 Define the role and workload of the Member Services Group	RC-MS



4.6 Develop a program of social and off water activities.(Also at 2.3 above.)	RC-MS
4.7 Review policy and arrangements for prizes and trophies	RC-MS/S
4.8 Communicate the range of member services to members and the wider community/ potential members	RC-MS

STRATEGY 5

Establish and maintain management, organisational and governance arrangements which:

- align the CYC's human resources, capital assets and financial resources with the Club's strategic priorities and objectives
- ensures a sustainable financial structure
- supports the sustained provision of services and facilities
- understands and mitigates risk; and
- meets all relevant regulatory, compliance and accountability requirements and standards.

Strategic objectives	Who
5.1 Continue the development of budgeted business and operations plans for key business areas, including the sailing school, having regard to the overall direction of CYC as expressed in this plan	RC-F
5.2 Implement a performance management system	V-C, CEO
5.3 Assess and classify the overall range of work and work volume required to sustain and develop the CYC's mission, strategic priorities, operations, and functions, noting the finite capacity of the persons responsible in setting time frames (two-way input)	V-C
5.4 Review and update all CYC policy documents	V-C
5.5 Provide a motivating work environment for staff:	CDRE
5.6 Monitor new CYC financial structure:	RC-F
5.7 Spare	
5.8 Maintain and develop appropriate risk management strategies	V-C
5.9 Develop a program to assure regulatory compliance	CEO