



Mornington Yacht Club 2015-18 Strategic plan

updated 15 Mar 2016

Background to the plan



This document contains outcomes from the Mornington Yacht Club 2015-18 strategic plan workshop that took place on 16 May 2015 and was facilitated by Stuart Wilkinson from strategic.facilitators.com.au

The objective of the workshop was to engage and align the committee and executive in the development of the Mornington Yacht Club's 2015-18 strategy and implementation plan.

The resulting strategic plan includes:

- A overview of the strengths and key internal and external forces impacting the Mornington Yacht Club
- The 2015-18 strategic plan for the club, incorporating four fundamental goals and a summary of initiatives related to each goal that will be undertaken over the next three years.

The appendix contains detailed notes regarding the 2015-18 initiatives related to each goal, including delivery timeframes and the responsible owner for each initiative.

Overview of the Mornington Yacht Club's 2015-18 strategy



The Mornington Yacht Club will leverage our prime location and strengthen our financial position over the strategy period by:

- **Developing our facilities**
- **Increasing our profits**
- **Attracting and retaining members.**

This document articulates these goals and the associated initiatives being undertaken to achieve them.

Strengths of the Mornington Yacht club



Strengths

- Our membership size (~700) ensures viability
- We have a friendly, family feel
- Our club volunteers – we benefit from having a large number of willing contributors
- Experienced tribal elders
- The most enthusiastic and engaged committee in recent years
- Incredible growth opportunity
- Unique physical position / great location
- Large, relatively affluent and broad community on our doorstep
- Access to the best racing and cruising waters on port Phillip
- Accessibility to all – general public, disability access, youth
- Very well set up – on and off water
- Comprehensive boat coverage (all fleets)
- Well developed sailing program (Youth, Various fleets, Training)
- Office support

Key internal and external forces at work for MYC



Internal

- Underperforming amenity
- We undersell ourselves
- Financial impact due to cancelled marina
- Internal dynamics in committee: Lack of 'cabinet solidarity'
- Member apathy
- A few members are carrying a large load on the committee
- Perception among members re: financial management
- Relationship with the Rocks – food, interaction, members don't feel welcome
- We don't have sufficient management resources
- Unclear communication and messaging to members
- Difficult to manage different expectations of member groups
- Corporate governance of the club

External

- Other clubs – people and boats are moving to competitors (Safety beach)
- Shire's potential ability to overshadow our independence
- General population perception of MYC
- Physical appearance of club & negative perceptions of the club act as barriers to membership
- Morningside Environmental Association – ability to turn community against us (weakening)
- Previous perception that we don't support the community
- Negative press coverage
- The northerly winds!

Our 2015-18 fundamental goals



1

Attract and
retain members

2

Develop our
profile to achieve
broad recognition

3

Develop facilities
to reflect our
prime location

4

Become
financially strong
by managing
debt in a manner
that enables
maintenance and
significant upgrades
to facilities

2015-18 strategic initiatives required to achieve our four goals over the next three years



2015/16

- Communicate with current members at a higher level
 - Advertise in newspapers and other local papers M.P.N
 - Direct social membership at neighbouring club senior members
 - Embrace social media – Youth members to promote membership on Facebook
 - Move outside signage re new membership to a more prominent location
 - Identify and meet the needs of current members
 - Develop welcome pack for new members
 - Work with 'The Rocks' re social membership
-
- Engage members in profile building – modify membership enrolment data for new and existing
 - Build awareness of our facilities
 - Be a community focused club
 - Build member confidence through increasing corporate governance, transparency, clear communication, i.e. abbreviated minutes for general committee
 - Be a unified 'one-voice' committee – committee induction
 - Broaden delivery of sailing programs – develop a strategy for growth
-
- Develop signage
 - Slipway
 - Weathercam
 - Beach shed maintenance – working bee
 - Develop function room
 - Quartermaster store (have planning permit)
 - Fix fencing – chain gateway, bin and gas bottle fencing and yard fencing
-
- Forecast six years of cashflow
 - Schedule planning maintenance – water, yard and house assets
 - Rocks lease
 - Refinance existing debt with increasing working capital (\$) TBC
 - Revalue building

2016/17

- Provide the parents of kids with a special price for social membership (needs further clarification)
 - Provide senior members with two free kids (under 15) memberships (as above with care)
 - Partner with community grants (rotary/universities) to obtain junior members
-
- Access resources from other agencies i.e. local/state government members – develop a strategy that targets who, what, where
-
- Develop back deck and ground floor – have planning permits submit budget to finance committee

2017/18

-
- Develop yard – need planning permits
 - Gain planning permit for beach sheds
-
- Commercialise yard and slipway
 - Review Telstra lease with support of council



Appendix:

Details of the strategic initiatives required to achieve each goal

Initiatives required to achieve our goals:

Attract and retain members



Initiatives over the next 3 years

Communicate with current members at a higher level

Advertise in newspapers and other local papers M.P.N

Direct social membership at neighbouring club senior members

Embrace social media – Youth members to promote membership on Facebook

Move outside signage re new membership to a more prominent location

Identify and meet the needs of current members

Develop welcome pack for new members

Work with 'The Rocks' re social membership

Provide the parents of kids with a special price for social membership (needs further clarification)

Provide senior members with two free kids (under 15) memberships (as above with care)

Partner with community grants (rotary/universities) to obtain junior members

Initiatives required to achieve our goals:

Develop our profile to achieve broad recognition



Initiatives over the next 3 years

Engage members in profile building – modify membership enrolment data for new and existing

Build awareness of our facilities

Be a community focused club

- Develop a strategy
- Gain recognition from Shire, local community
- Unity, media, yachting organisations

Build member confidence through increasing corporate governance, transparency, clear communication, i.e. abbreviated minutes for general committee

Be a unified 'one-voice' committee – committee induction

Broaden delivery of sailing programs – develop a strategy for growth

Access resources from other agencies i.e. local/state government members – develop a strategy that targets who, what, where

Initiatives required to achieve our goals: Develop facilities to reflect our prime location



Initiatives over the next 3 years

Develop signage

Slipway

Weathercam – update and promotion budget

Beach shed maintenance – working bee

Develop function room

Upgrade AV and PC

Upgrade paint room and toilets upstairs

Quartermaster store (have planning permit)

Fix fencing – chain gateway, bin and gas bottle fencing and yard fencing

Develop back deck and ground floor – have planning permits submit budget to finance committee

Develop yard – need planning permits

Gain planning permit for beach sheds

Initiatives required to achieve our goals:

Become financially strong by managing debt in a manner that enables maintenance of significant upgrades to facilities



Initiatives over the next 3 years

Forecast six years of cashflow

Schedule planning maintenance – water assets

Schedule planned maintenance – yard assets

Schedule planned maintenance – house assets

Rocks lease

Refinance existing debt with increasing working capital (\$)
TBC

Revalue building

Commercialise yard and slipway

Review Telstra lease with support of council

