

Thunder Bay Yacht Club



Strategic Plan 2018

Notes to Reader for the Strategic Plan

At the November 2016 Annual General Meeting of the TBYC, members expressed a desire for the club to have a long term plan to direct the club's activities over the coming years. Beginning in early 2017, work began on the creation of a long-term (aka strategic) plan. This process involved receiving input from over 200 TBYC members as well as the club's stakeholders and members of the general public. This "360 degree" feedback methodology was used to guide the process to ensure a balanced approach to information gathering.

Subsequent iterations of the draft strategic plan were reviewed by the TBYC executive. TBYC members also had the opportunity to provide additional feedback at the April 2018 General Meeting.

The plan was ratified by the TBYC Executive at the May 2018 meeting.

It is important to note that this strategic plan is a "living document" and is subject to periodic revision as deemed necessary by the TBYC membership and the TBYC executive.

TBYC STRATEGIC PLAN - 2018 - 2028

TIME FRAME

PLAN ELEMENT	1-2 years	5 years	10 years
<u>Member Services</u> <u>Member Services</u>	<ul style="list-style-type: none">❖ Review of current TBYC Board structure to ensure it is compatible with implementation of TBYC Long Range Plan.❖ Development and delivery of presentations and educational in-services (seminars, guest speakers, interactive learning opportunities) for members on topics of interest (both power and sail) by means of:<ul style="list-style-type: none">➢ In-house programs;➢ Programs in partnership with other boating organizations (public and private);➢ Linking members to established programs (e.g. Canadian Power Squadron; Great Lakes Cruising Club; etc.).❖ Improve TBYC's web presence and use of social media through:<ul style="list-style-type: none">➢ Improving the TBYC web site by:<ul style="list-style-type: none">▪ Adding member account access;▪ Providing online launch and haul scheduling;▪ Publishing club volunteer opportunities;▪ Boater development and education page on TBYC website (eg. Links to resources etc)▪ Completing a general review for layout, content update, data accuracy and speed.	<ul style="list-style-type: none">❖ Review and evaluate effectiveness of presentations and in-services to members and develop activities for next 5 years. ❖ Review TBYC communications strategy including website, Bulletin, e-blasts, etc., and implement appropriate changes.	<ul style="list-style-type: none">❖ Review and evaluate status of presentations and in-services to members. ❖ Review and evaluate communication strategies and implement appropriate changes.

<p><u>Member Services</u></p>	<ul style="list-style-type: none"> ❖ Rationalizing TBYC Facebook pages: <ul style="list-style-type: none"> ➢ Address matter of 3 TBYC Facebook pages; ➢ Link social media from TBYC website, so that website updates (calendars, upcoming events, reminders) are automatically pushed to newsfeeds like Facebook, Twitter, others. ❖ Expand TBYC Social Activities: <ul style="list-style-type: none"> ➢ Further develop the social program of the Club through: <ul style="list-style-type: none"> ▪ Building on the successes of the existing social activities and formalizing the current program; ▪ Exploring additional opportunities to use social activities to bring club members together to foster comradery and a Club culture of mutual help. ❖ Destinations: <ul style="list-style-type: none"> ➢ Immediate Actions: <ul style="list-style-type: none"> ▪ Formalize understanding/agreement between TBYC and Ontario Parks with respect to Sleeping Giant Provincial Park, Sawyer Bay and Tee Harbour; ▪ Review TBYC role/responsibility with current destination infrastructure (e.g. Sawyer Bay, CLLS sites; Thompson Island; etc.). ➢ Concurrently, initiate planning for development of new destination opportunities by: <ul style="list-style-type: none"> ▪ Identifying and prioritizing potential sites including (but not be limited to): <ul style="list-style-type: none"> • Silver Islet; Trowbridge Island; Sawyer Bay, Prince Arthur’s Landing Marina; • Additional harbours of refuge for mooring balls or remote docks. ➢ Identifying, for each potential site: <ul style="list-style-type: none"> ▪ partnerships needed; 	<ul style="list-style-type: none"> ❖ Review and evaluate TBYC social programming efforts and implement appropriate changes and/or continue with additional development. ❖ Review and assess TBYC role and responsibility in destination development and renew, where necessary, destination agreements and development plans. ❖ Review future destination opportunities (as per years 1-2) for next 5 years: <ul style="list-style-type: none"> ➢ Set goal of 2 new destinations at 10 year mark ➢ Develop implementation plan for 2 new destinations by 10 year mark considering: <ul style="list-style-type: none"> ▪ Priorities ▪ Partnerships 	<ul style="list-style-type: none"> ❖ Review and evaluate TBYC social programming efforts and develop future plans. ❖ Review and assess destination development success to date along with future needs and opportunities.
<p><u>Member Services</u></p>			

<p><u>Member Services</u></p>	<ul style="list-style-type: none">▪ possible funding sources;▪ site development costs;▪ site management requirements and options. <p>➤ Develop implementation plans for 2 new destinations within 5 years.</p>	<ul style="list-style-type: none">▪ Funding options▪ Costs▪ Management requirements.	
--------------------------------------	--	--	--

<p><u>Community Outreach</u></p> <p><u>Community Outreach</u></p>	<ul style="list-style-type: none"> ❖ Develop a community outreach action plan for the Club that includes: <ul style="list-style-type: none"> ➤ Identifying: <ul style="list-style-type: none"> ▪ TBYC's community outreach goals and objectives; ▪ Priority activities for advancing this agenda such as fundraising for, or providing water-based events for, selected charities or community agencies such as the Boys and Girls Club, the Underground Gym, Camp Quality, Easter Seals, etc.; ▪ Opportunities for relationship building such as participating on boards of allied organizations, etc.; ▪ Opportunities for engaging in positive branding and promotion (advertising) to inform public of eco-stewardship efforts and community support offered by TBYC. ▪ Explore the establishment of formal reciprocity agreements with other yacht clubs on Lake Superior. ▪ Implementing a robust crew bench program ❖ Engage in activities to begin implementing the outreach plans before the end of year 2. 	<ul style="list-style-type: none"> ❖ Assess level of public awareness of TBYC as well as "image" TBYC presents within the boating community as well as the community at large. ❖ Review effectiveness of specific community outreach initiatives. ❖ Revise, where necessary, community outreach goals and objectives along with club activities undertaken to reach these goals over the past 5 years. 	<ul style="list-style-type: none"> ❖ Repeat awareness assessment and review of Club outreach initiatives at the end of year 10.
---	---	---	--

<u>Infrastructure</u>	<ul style="list-style-type: none"> ❖ Mission Island Development: <ul style="list-style-type: none"> ➤ Upgrade yard electrical; ➤ Add more water outlets; ➤ Speed up replacement of old docks (to an established standard). ➤ Establish and implement standards for regular yard maintenance; ➤ Develop proposal for yard/facilities layout to upgrade Mission Island property by separating boat yard operations from clubhouse activities (social events and family activities) thus making it more member and family-friendly while maintaining safety. Proposal should give consideration to: <ul style="list-style-type: none"> ▪ Developing a play area for children; ▪ Moving hazardous waste disposal area away from the clubhouse; ▪ Parking Travel Lift in alternate location away from the clubhouse; ▪ Reviewing property entrance location(s), road layout and traffic flow; ▪ Developing outside leisure area (patio, barbeque, fire pit and gathering space); ▪ Erecting a screened-in gazebo over the front deck of the clubhouse; ▪ Developing and implementing a plan for boat storage expansion which would include strategies for addressing derelict boats, options for reorganizing boat storage layout and/or options for additional property acquisition; ▪ Exploring options for indoor boat repair facilities as well as a workshop for smaller repair jobs and the operation thereof. 	<ul style="list-style-type: none"> ❖ Complete replacement of docks to new standard ❖ Complete implementation of yard upgrade proposal. 	<ul style="list-style-type: none"> ❖ Renovate or Rebuild Mission Island Clubhouse (depending upon outcomes of Waterfront /Mission property initiatives).
<u>Infrastructure</u>			
<u>Infrastructure</u>			

<p><u>Infrastructure</u></p> <p><u>Infrastructure</u></p> <p><u>Infrastructure</u></p>	<ul style="list-style-type: none"> ❖ Long term “Waterfront Presence” <ul style="list-style-type: none"> ➤ Immediate Actions: Continue to utilize Temple Reef Sailing Club on temporary basis by: ❖ Renewing agreement with TRSC; ❖ Funding additional “sprucing up” of TRSC building; ❖ Exploring expanded utilization options for TRSC building at marina. <ul style="list-style-type: none"> ➤ Concurrent Planning Initiative: Establish a working group to review overall club infrastructure requirements including defining a physical presence at PAL. The working group will explore: <ul style="list-style-type: none"> ▪ Clarification of TBYC needs vs wants for club facilities on the waterfront; ▪ At least (but not limited to) the following 4 options: <ul style="list-style-type: none"> • Mission property with only seasonal, facilities at PAL (e.g. TRSC, rental of hotel or other space); • Mission property plus TBYC-owned facility at PAL; • Mission property plus TBYC facility in partnership with other boating groups at PAL (e.g. community boating centre); • Mission property (boat yard, docks & club house) plus TBYC “marina” (docks + clubhouse) on waterfront; ▪ Cost/benefit analysis of viable options; ▪ Property on the waterfront available for TBYC acquisition; ▪ Environmental considerations for each option; ▪ Regulatory considerations for each option; ▪ Time projections for each option. 	<ul style="list-style-type: none"> ❖ Established waterfront presence or at a minimum have implementation in motion towards this goal. 	<ul style="list-style-type: none"> ❖ Established TBYC waterfront presence.
---	--	--	---

<p><u>Infrastructure</u></p>	<ul style="list-style-type: none"> ❖ Destination Infrastructure: <ul style="list-style-type: none"> ➤ Undertake required infrastructure development to implement destination development plans developed through “Member Service Planning” for 2 new destinations within 5 years (see above). 	<ul style="list-style-type: none"> ❖ Evaluate destination development after 5 years. 	<ul style="list-style-type: none"> ❖ Assess status of destination development over past 10 years.
-------------------------------------	---	---	--