

Charting our course...

Royal Newfoundland Yacht Club



STRATEGIC PLAN

2011-2015



Message from the Commodore:

I want to begin by taking this opportunity to thank all those who contributed to the development of our new strategic plan. I especially want to thank the Flag Officers who worked many long nights over the past year formulating and debating its contents, and specifically Vice Commodore John Walsh who so expertly held the pen on this initiative. While this plan is not meant to be all inclusive, it does establish clear priorities for the Royal Newfoundland Yacht Club for the next number of years, priorities to which the leadership team of the RNYC have agreed and committed, and which are now being presented to you in this DRAFT format.

The development of this strategic plan is an important step towards helping us achieve our long term objectives - especially as they relate to much needed investment in our wharf infrastructure. This must be our number one priority for the immediate future.

Furthermore, we owe it to those who have come before us to uphold and protect the traditions and character of the Royal Newfoundland Yacht Club. This we fully intend to do. Having said this, it is incumbent upon us to understand the priorities of our membership, and even more importantly, to be cognizant of the many changes happening around us that impact and influence the operation and evolution of the RNYC.

But as always, we are up to the challenge, and with your help we will continue to lead the way in providing members with a full service yacht club beyond anything available anywhere else in this province. We invite you to read through our plan, and participate fully in our meetings, focus groups, and survey to put forth your thoughts and ideas as to how we should proceed for the future. Thank you all for your continued support. It is a pleasure to serve you this year as Commodore of this wonderful club.

Barry McCallum, Commodore

Table of Contents

- 1. Overview 4
- 2. Values 8
- 3. Vision 10
- 4. Mission..... 11
- 5. Establishing Goals..... 12
- 6. Actions, Outcomes, & Indicators of Success 14



1. Overview

The Royal Newfoundland Yacht Club has enjoyed an enviable and storied past, thanks to the contributions of our members who worked so hard to make this club the tremendous facility and “full service” boating experience that we all enjoy today. This was done through a great deal of hard work and commitment on the part of those who shared the same passion for boating that many of us hold today. These members established high standards, built facilities, developed protocols, and blazed a trail so that we can enjoy the boating experiences and camaraderie they we all enjoy at the RNYC today. Their success was no accident.

It was a result of hard work, networking, dedication, innovative thinking, and creative design.

Take into account that great love and great achievements involve great risk.

Now it's our turn. Just as the membership of the past embraced opportunities and faced challenges, our position is not entirely different today. As a result, we set out to establish a carefully designed plan to address our challenges and establish a clear focus for the future that prioritizes our needs and directs our resources to enable us to achieve our goals.

Not surprisingly, our number one priority is the improvement of our wharf infrastructure. We must, over the next several years, allocate considerable funds to rebuilding and repairing our wharves. Our wharf infrastructure has been somewhat neglected, and today we find ourselves in a position where can wait no longer to carry out repairs and improvements.

A major stumbling block for a considerable number of years now has been our fragile financial position which is somewhat a result of not having a longer term strategic plan. As a result, we have not been able to leverage the necessary funds to invest in capital repairs. This year, the RNYC has taken steps to address our finances by first cutting costs to essentials only, and then reviewed our prices to ensure they are more in line with actual costs.

We also took the time to carefully review our entire

operations. We considered our strengths and opportunities, and considered our weaknesses and things that could possibly threaten us in the future.

We thought long and hard about the kind of club we would like the RNYC to be for the future. And, as it turns out, our vision is not appreciably different from that of our forefathers. But how we achieve that vision will be different today than it was when our club first started. One thing is clear, dedication and commitment will continue to be the cornerstone of our success.



This strategic plan lays out a straightforward and sustainable course of action for the next four years that is built upon a clear vision for the future. We want to remain a *full service* yacht club that provides our membership with a broad-based boating experience – complete with facilities, amenities, services, protocols, and opportunities for social interaction that no others provide.

Have a close look at our plan. At this point we are presenting this to you as DRAFT subject to final revision based on your input and feedback, as well feedback from our Member Survey. We welcome new ideas and input from our members, and we are continuously striving to find ways to improve the programs, services, and facilities here at the Royal Newfoundland Yacht Club. Let's move on and review the specific plans we are proposing for the future.

2. Values

Our first consideration was what we believed to be the basic principles or values of our membership – principles that sets us apart and makes us unique. These values must be reflected in the decision-making of your Flag Officers and Executive as well as in the interactions that staff have with our members each and every day. Our values are an integral part of our commitment and represent the principles upon which we operate our club on behalf of its members.



VALUES:

Social Networking

The Royal Newfoundland Yacht Club values opportunities to socialize, interact, network, and enjoy one another's company through a variety of scheduled and informal events.

Safety

We are committed to providing and supporting a culture of safety in all aspects of our operations, and encourage safe boating practices by members at all times.

*It's not hard to make decisions
when you know what your
values are! (Roy Disney)*

***Sense of
Community***

We are a community of people who share a common interest and feel a commitment to ensuring the success and viability of our yacht club.

Pride and History

We share a deep pride in the history and development of the Royal Newfoundland Yacht Club and are determined to maintain the high standards and traditions that have been nurtured and developed by our predecessors.



Try not to become a person of success, but rather become a person of value.
(Albert Einstein)

Boating Culture and Support

There is a sense of camaraderie and support among members (regardless of their boating preferences) – individuals who share a distinct passion for boating, and members readily share knowledge, information, and support one another both formally and informally.

Learning and Growth

The Royal Newfoundland Yacht Club provides many opportunities to its membership to continue to learn, train, and grow in all aspects of boating skills and knowledge, and considers the continued growth of its membership to be an important part of our sustainability as a yacht club.

Diversity

We welcome and embrace a diverse membership which brings forth various interests, talents, and abilities to enrich the experience and depth of our club.



3. Vision

Vision is important. Some will argue it is “most” important - especially in development of a strategic plan. Establishing a vision that is widely subscribed to and supported by the membership is extremely important.

To the person who does not know where he wants to go there is no favorable wind.
(Seneca)

What kind of club is the Royal Newfoundland Yacht Club striving to be? How do you want to be viewed by others?

RNYC VISION:

“To be the premiere yacht club in all of Newfoundland and Labrador.”



This is what we are striving to achieve. To be recognized and respected in all facets of our operations, services, facilities, programs, social events, and club protocols. We want to continue to build on our proud history of offering the best and most diverse boating experience anywhere in our province.

This is not intended to be elitist. We are simply stating that we wish to retain the stature and re-establish the reputation of those who came before us. Simply stated, we want the best for our membership in all facets of our operations - without exception. We believe this is an achievable vision that we are committing to attaining with your help.

4. Mission

Mission statements are generally considered to be your commitment to the people you serve. More often than not, mission statements are published and shared with stakeholders, and are often displayed in clubrooms and facilities.

Commitment unlocks the doors of imagination, allows vision, and gives us the right stuff to turn our dreams into reality.
(James Womack)

MISSION:

“The Royal Newfoundland Yacht Club is committed to providing a full service boating and social experience to its members, respecting the club’s rich history and traditions.”

The RNYC’s Mission Statement speaks of its commitment to maintaining a full-service yacht club for its membership, and doing all it can to ensure a safe boating experience for its membership. There is also a strong commitment to respect the rich traditions and protocols that have been proudly developed by the builders of the yacht club over many decades.

Understanding your commitment is half the battle. Members should be very clear on what the club’s commitments are to its membership, and these have been developed with the full support of the leadership team at the RNYC.

5. Establishing Goals

CRITICAL AREA #1 - FINANCE AND CASH FLOW

Goal #1

Strengthen our financial position by the spring of 2014 to improve our borrowing capacity for infrastructure investment.

CRITICAL AREA #2 - MEMBERSHIP INPUT

Goal #1

To seek input and direction from RNYC members on priorities and direction for the future.

Goal #2

“Before the 2011 semi-annual meeting of the membership, develop and complete a survey of the RNYC membership on various aspects of our operations and services to better understand membership preferences, priorities, and suggestions.”

CRITICAL AREA #3 - WHARF IMPROVEMENTS

Goal #1

To repair and/or replace the club’s aging wharf infrastructure by the year 2020 as required.

The heart of a volunteer is not measured in size, but the depth of commitment to make a difference in the lives of others.
(Deann Hollis)

6. Actions, Desired Outcomes, Indicators of Success

CRITICAL AREA #1 - FINANCE AND CASH FLOW

Goal #1

Strengthen our financial position by the spring of 2014 to improve our borrowing capacity for infrastructure investment.

Desired Outcomes:

- Be able to invest substantially in wharf infrastructure
- Reduce our dependence on a “line of credit” for operating expenses
- Reduce our overall debt and strengthen our financial position
- Allow us to re-invest in other areas of club facilities (other than wharfs)
- Continue in our efforts to streamline operational costs

Indicators of Success:

- Reduced line of credit (balance)
- Operations costs derived from current revenue (not line of credit)
- Continued maintenance (or reduction) in our comparative monthly expenses
- Improved overall debt ratio
- Increased access to funding
- Increased revenue sources (overall revenues)



Strategic Actions:

Maintain Our Cost Cutting Measures to Curtail Expenses:

- Reduce costs associated with yard staff by restricting yard masters operating hours and limiting overtime to essential requirements
- Continue reduced operating hours of kitchen/bar (weekly/daily)
- Defer maintenance and facilities improvement to essentials only
- Implement more vigilant month to month comparisons and expense accountabilities
- Continue to develop and maintain budget controls in various areas of operations
- Attain monthly updates on operating LOC
- Carry out debt consolidation which provides savings or reduces finance charges
- Develop more stringent and transparent longer term financial planning to minimize unexpected expenditures
- Implement other restraint measures identified and approved by executive



Increase Club Revenues:

- Increase RNYC membership fees as approved by membership
 - Implement (and maintain) small fuel surcharge to cover costs
 - Apply a “pay as you go” system for fuel expenses (not monthly)
 - Increase social memberships
 - Review (and increase) sailing school fees and revenues as warranted
-

- Offer new (or more) sailing programs which could increase revenues
- Adjust food and beverage prices to minimize subsidy on kitchen operations
- Consider new categories such as corporate (group) social memberships
- Ensure RNYC is charging out all service costs and fees (lifts, washing, late charges etc...)
- Establish annual financial targets to maintain goals
- Consider an independent financial committee with proper technical knowledge and expertise to oversee financial operations

CRITICAL AREA #2 - MEMBERSHIP INPUT

Goal #1

To seek input and direction from RNYC members on priorities and direction for the future.

Desired Outcomes:

- Provide opportunities for input to membership
- Rejuvenate interest and engagement of membership in RNYC initiatives
- Increase awareness about club operations and challenges
- Broaden support of membership – find out what members want/don't want
- Ensure that the priorities of executive are supported by membership
- Identify new ideas, suggestions, approaches – seek input from everyone

Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you have a much greater chance of being successful.

Indicators of Success:

- Greater participation by membership through surveys etc...
- Increased attendance at club sponsored events
- Greater correlation between executive priorities and member priorities
- Higher degree of satisfaction with club operations
- Fewer complaints regarding decisions of executive pertaining to operations and services

Strategic Actions:

- Consider various areas of club operations which members may wish/ need to provide direction or offer their opinion or preferences
- Devise means to enable members to have more direct input into identifying their priorities and preferences relating to various facets of club operations and services
- Consider improved means of communication with the general membership that considers meaningful *two way* communication
- Structure annual and semi-annual meetings to solicit preferences/choices from members who attend
- Consider other means solicit membership feedback



Goal #2

“Before the 2011 semi-annual meeting of the membership, develop and complete a survey of the RNYC membership on various aspects of our operations and services to better understand membership preferences, priorities, and suggestions.”

Desired Outcomes:

- Seek input and identify areas of support (or objection) to various areas of club operations
 - Ascertain what services members value most
 - Determine what the priorities of members are
 - See if there are ideas or approaches that come from the membership that have not already been considered
-

Indicators of Success:

- More options and ideas for consideration in various areas of club operations
- Improved satisfaction with executive decisions and direction
- Greater correlation between decisions and directions of executive and priorities of membership
- Fewer complaints relating to various areas of operations



Strategic Actions:

- Determine various areas of operations & services in which we seek input
 - Develop appropriate means to survey membership
 - Compile survey and survey tools required that reflect identified needs
 - Establish means to encourage and motivate membership participation
 - Consider ways to distribute (and collect) surveys from members
 - Compile survey results
 - Establish an appropriate mechanism to share information and use data to shape decision-making
-

CRITICAL AREA #3 - WHARF IMPROVEMENTS

Goal:

To repair and/or replace the club's aging wharf infrastructure by the year 2020 as required.

Desired Outcomes:

- Provide a safer and more reliable wharf infrastructure to members
- Better enable RNYC to accommodate changes and membership preferences
- Ensure we have facilities to compete with new marinas and boating operations; maintain our competitive edge and appeal
- Maintain a high degree of member satisfaction with services and facilities
- Ensure safety and protection of members' investments
- Improve access and allocation of wharf spaces to better reflect needs
- Consider new requirements and emerging boating trends
- Maintain our vision as Newfoundland and Labrador's premiere yacht club

Stay connected to your decisions, but be flexible in your approach. (Tom Robbins)

Indicators of Success:

- Better wharf allocation opportunities
 - More diversity in wharf spaces to accommodate member needs
 - Increased life expectancy of wharf infrastructure
 - Funds allocated annually to address wharf infrastructure needs
 - Incremental annual capital works plan established
 - More money directed to wharf repairs
 - Increased percentage of membership fees directed to wharf infrastructure
-

- Higher degree of membership satisfaction with wharf space & infrastructure
- Reduced wharf (routine & preventative) maintenance costs

Strategic Actions:

- Ensure funds are made available and directed to critical wharf infrastructure improvements each and every year until wharf work is completed (completion target 2020)
- Review/complete detailed assessment and analysis of current wharf structures
- Make final determination (and rationale) about “how” to proceed (and why)
- Complete longer term cost analysis of rebuilding as proposed
- Complete feasibility assessment and determine means to finance and support required work over the next nine (9) years
- Develop a “phased in” implementation plan for reconstruction and replacement

