

Sunshine Bay Yacht Club

# Sunshine Bay Yacht Club

## March 2021 - 5 Year Strategic Plan



February 2021  
Rev. 1 – 10/23/2021

## VISION

### *Alberta's Sailing Community of Choice*

## MISSION

Sunshine Bay Yacht Club is a place where members work together to maintain and operate an outstanding environment for sailing enthusiasts.

We are a dynamic club where:

- Members volunteer their time and expertise to provide and maintain excellent facilities.
- We provide outstanding educational and social programs that are inclusive to all.
- All members are welcome and included in all aspects of the Club.
- Through partnering with our community, and with provincial and national organizations, we create an increased interest to grow the sport of sailing.
- We promote stewardship of the environment, the lake and its surroundings.
- We are recognized as a leader and innovator in Sailing and Racing Programs.

## OUR CORE VALUES

- **Inclusiveness:** club activities and functions are designed to accommodate all members, family and guests.
- **Safety:** is paramount in everything we do!
- **Respect, Trust & Integrity:** our decisions are ethical, transparent and honest for the benefit of the Club, its members and stakeholders.
- **Stewardship:** we promote responsible use and protection of the Environment. We are prudent with our Finances for the well-being and enjoyment of our members and future generations.
- **Seamanship:** we promote mentorship and training to enhance our sailing community's safety and skill.
- **Volunteerism:** we utilize the unique skills and abilities of all our members to get things done!
- **Community:** we nurture our relationships and build a sense of community with our members, landlords, guests, partner clubs, and the communities where we sail.



## Sunshine Bay Yacht Club (SBYC)

Lake Wabamun, Alberta, Canada

[53°32'54.9"N 114°43'03.7"W](#)

SBYC is a not-for-profit organization governed by an elected board dedicated to promoting the sport of sailing.

Situated in Sunshine Bay at the west end of Lake Wabamun across from the Town of Seba Beach, SBYC is a private members managed sailing club offering members, their families and guests access to a club house, floating docks and other facilities.

SBYC members can access a full season of organized competitive and fun races, enjoy cruising on Lake Wabamun, and participate in a full schedule of social programs for adults and youth.

**March 11 1981**, the newly formed "*Sunshine Bay Sailing Club*" was granted a Certificate of Incorporation under the Companies Act. The new Club began with approximately 45 shareholders. In **March 1982** the club officially changed its name to the "*Sunshine Bay Yacht Club*".

Construction of the clubhouse began in **2001**. All labour was done as a team effort under the expert leadership of Hans Brand. The structure was completed in the summer of **2006**, our 25th Anniversary. Our floating docks host 54 boats, maximum 30' LOA. The dock facilities are maintained and managed by club members.

The onshore facilities include; a Clubhouse that is equipped with a full kitchen, combination dining/lounge area, men's and ladies washrooms with showers and an outdoor deck with barbeque facilities. The grounds include: a covered gazebo with a fire pit; wood lot; picnic tables, sea can storage, fuel shed and on-shore storage for perishable items.

Members volunteer to ensure the grounds are clean, safe and well maintained. Each year a minimum of 100 seedlings are planted to maintain the environment for future generations.

We offer a variety of off shore water activities for all levels of sailors with social events held throughout the year. We partner with other clubs on the lake for friendly racing activities.

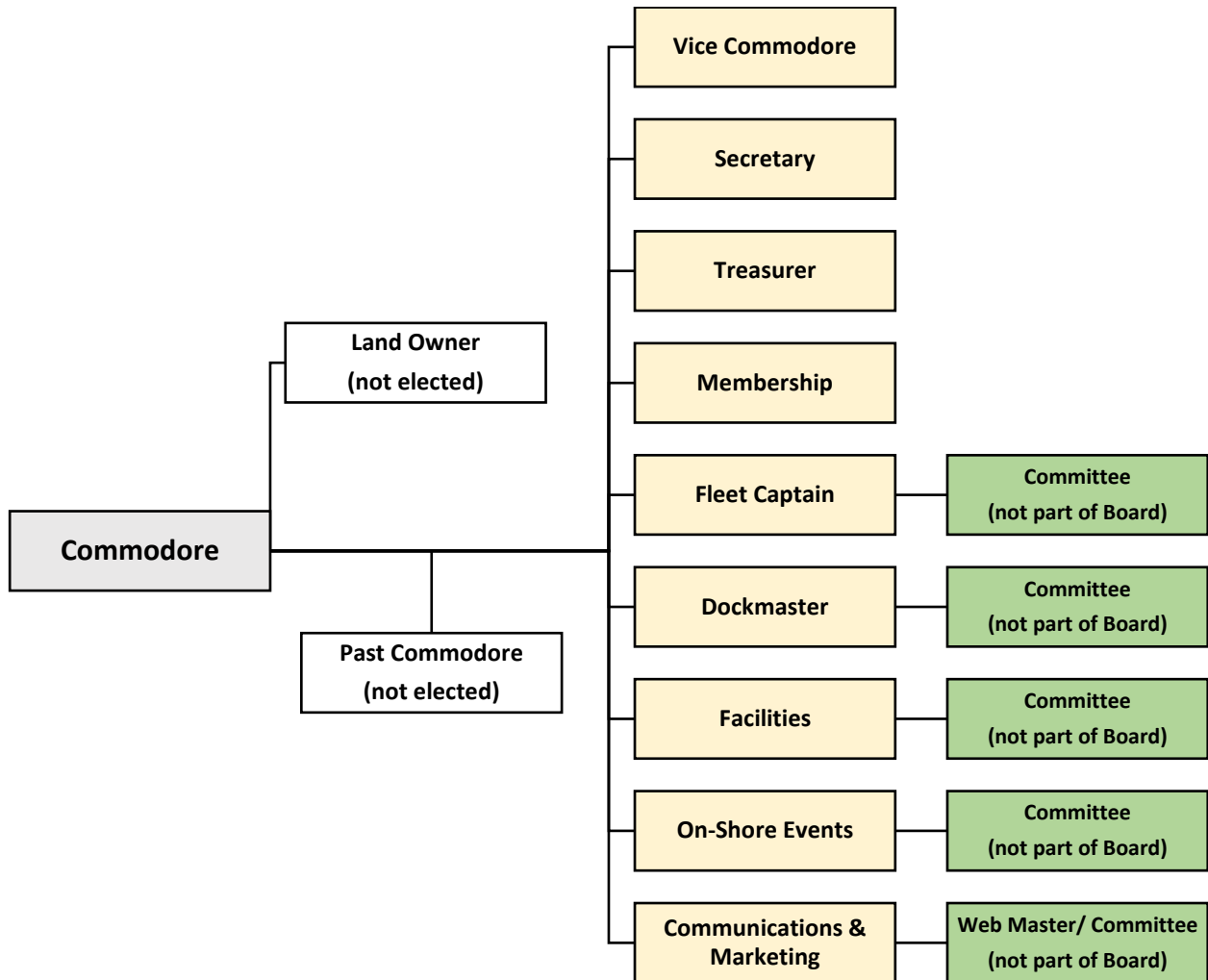
**2020:** The Club has 50 Regular Members (Shareholders), 3 Alumni and 5 Temporary or Provisional members. Current types of membership available include:

- **Regular Membership:** shareholder (shall pay initiation fee and annual dues), one boat moorage slip, access to all facilities and events; one vote per share; privilege of holding a board position.
- **Temporary or Provisional Membership (discretion of the Board):** shall pay membership fee based on length of membership (half year or full year), boat moorage slip, access to all facilities and events.
- **Alumni Membership (after making an application to the Board):** past SBYC member with at least five (5) year of membership in good standing, entitled to participate in all social functions, crew on boats, no voting or mooring rights.

In **2015** a Draft Strategic Plan was put in place for the board to find guidance. In **2021** a complete review of this same plan was conducted by the entire board. This was seen as an excellent exercise to ensure that this document was fully understood and to ensure it came off the shelf and into the daily workings of the board. The board had Marvin Abugov as an observer and to ensure that history was understood. The Key Strategies have stayed much the same, with updates to reflect the current work that needs to be done. The 2021 plan is now in place and will be stewarded to by this and all future boards.



### 2021 Organizational Chart





## Business Analysis - Strengths, Weaknesses, Opportunities and Threats (SWOT)

### **STRENGTHS:**

- Location
- Facilities
- Docks, all boats have slips
- Membership has wealth of knowledge
- Supportive landlord
- Proactive Board
- Affordable Fees
- 1 of only 2 yacht clubs on the lake
- Many On/Off Shore Events
- Welcoming to New Members
- Unique Culture, volunteer sailing culture
- Participation of solid core group of Volunteers
- Racing opportunities

### **WEAKNESSES (Challenges):**

- Parking limited for big events
- Facilities aging
- Controlling the weeds
- No launch facilities
- Limited dock space for renters or day use.
- Limited membership shares
- Volunteer burnout and lack of volunteers
- Members expectations / commitment not aligned for Club
- Not welcoming to outsiders: "Members and Guests Only"
- No generational attraction
- No site Wi-Fi
- Aging membership
- Lack of marketing, nobody knows us
- Greater transparency (between board and membership)
- Safety leadership ,i.e.: pfd usage, drinking while sailing/racing

### **OPPORTUNITIES:**

- Develop Lease A & B plan
- Foreshore and facility improvements
- Plan to expand dock & extend some fingers
- Volunteer hours
- Create Associate / Social Membership for those without boats
- New board member mentorship transition program.
- Create membership profile
- Diversify other on and off water programs i.e.: paddling, rowing, youth involvement, dingy sailing, ride share, sailing education programs
- Partnership/collaboration with EYC & WSC
- Marketing of club via social media, open house, sailing events, social events.
- Involvement with clubs: i.e.: Big Brothers, to nurture new sailors.
- Good neighbours: host year-end dinner in Seba Beach. Invite mayors and EYC and WSC.

### **THREATS (Potential Threats):**

- Lease cancellation/non-renewal or excessive cost
- Dock failure
- Aging infrastructure
- Membership aging
- Large number of members going on hold.
- Culture changing too much too fast
- Volunteer fatigue and too few
- Fiscal sustainability and economy
- Youth hard to attract
- Reliance on others i.e.: Wabamun Marina.
- COVID 19 / Pandemic new version or subsequent waves
- Natural disasters – oil spills, severe winds.
- Crane in/out
- Lack of relevant strategic plan to align membership

## Key Strategies

Sunshine Bay Yacht Club has seven (7) Key Strategies and Goals with Key Performance Indicators attached to them as a measurement of success. They are as follows:

### 1) Infrastructure

**GOAL:** All SBYC infrastructure and assets maintained to the highest possible standard of operation and safety. Utilizing an annual maintenance and upkeep schedule and log, with a 10 - 25 year replacement/obsolescent plan. **KPI:** Budget; Schedule; Lease agreement; Meets or exceeds code

### 2) Sailing

**GOAL:** The club will be recognized as a leader and innovator in mentorship and training to enhance our sailing community's safety and skill, which are inclusive to all members and sister clubs on the lake. **KPI:** Training; Member participation and satisfaction; PHRF for Wabamun

### 3) Sustainability

**GOAL:** Identify opportunities that can ensure the economic sustainability of SBYC at its current location and possibly other locations on the lake. **KPI:** Budgets; Cost Control; Audits; Alternate Revenue Streams; Membership Fees; Lease Negotiation; Plan B schedule progress

### 4) Partnerships

**GOAL:** Through partnering and collaborating with the Greater Wabamun community, we promote the sport of sailing in an environmental and sustainable manner. **KPI:** Participation in Community; Wabamun Watershed-Council participation; New/ Returning sailor interest

### 5) Membership

**GOAL:** Engagement of SBYC club members in Club operations, programs and governance that encourages volunteerism, ownership and accountability. **KPI:** Increased volunteerism; Board succession planning; recruitment and retention of members

### 6) Communication

**GOAL:** The Club will consult and communicate on a regular basis with its members and sailing community around the lake, and the province through our web site, quarterly newsletters and social media. **KPI:** Website current; Quarterly Newsletter published; Marketing plan; Social media plan; Summer General meeting; and bulletin boards

### 7) Governance

**GOAL:** To clarify and maintain proper governance of SBYC in line with the Articles of Incorporation; Strategic Plan; Rules & Regulations; Role Descriptions; Decision Making Process and the Code of Conduct. **KPI:** Ongoing assessment; revision and communication of strategic plan outcomes/key initiatives; succession planning; Board orientation; RAIL; satisfaction survey



**1) Strategy: Infrastructure**

**GOAL:** All SBYC infrastructure and assets maintained to the highest possible standard of operation and safety. Utilizing an annual maintenance and upkeep schedule and log, with a 10 - 25 year replacement/obsolescent plan. **KPI:** Budget; Schedule; Lease agreement; Meets or exceeds code

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Consistent safe, reliable and accessible moorage with a functioning and reliable Boston Whaler.	1. Dock and anchor management: <ul style="list-style-type: none"> <li>• Inspection schedule for docks, anchors, weed control, water depth.</li> <li>• Boat slip allocation.</li> <li>• Update and maintain accurate documentation /records of dock/anchor management.</li> <li>• Acquire and have available, spill containment and recovery equipment for use around docks.</li> </ul>	Dockmaster	2021 ● ● ● ●
	2. Replace or refurbish all docks over next 5 years.	Dockmaster	2026
	3. Whaler management: <ul style="list-style-type: none"> <li>• Robust preventative maintenance plan with a post use checklist, which is maintained by all users.</li> <li>• Commission and decommissioning process developed and checklist in place.</li> </ul>	Fleet Captain	2021 ● ●
2. Safe harbour area	Ensure proper sewage, fuel, oil spill, weed control disposal and procedures in place.	Dockmaster	2021 ●
3. Onshore facilities that are safe and meet the needs of membership.	1. Develop a proposal for facility improvements.	Facilities	2021 ● ●
	2. Establish a current inventory of all infrastructure and assets.		
	4. Create decommissioning plans for old facilities and develop a proposal for new additional improvements.	Facilities	2022
	5. Refurbish lawn area in front of Clubhouse, fill and proper grading to allow water runoff.		
	6. Re-side the green shed following confirmation of lease extension.		
	7. 5y rolling plan of required upgrades or additions to the SBYC infrastructure.	Dockmaster	2021 ● ●
Facilities			
4. Create a more inclusive club at outdoor functions that encourage off boat interactions.	New lower deck to enlarge overall club outdoor social space to 100 members plus guests. Pending lease re-negotiations.	Facilities	2022

**Progress Indicators**

Complete or on target ●	In progress but not yet complete ●	Not yet started ●	COVID19 related ●
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2) **Strategy: Sailing**

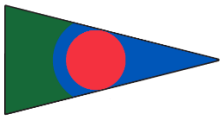
**GOAL:** The club will be recognized as a leader and innovator in mentorship and training to enhance our sailing community's safety and skill, which are inclusive to all members and sister clubs on the lake. **KPI:** Training; Member participation and satisfaction; PHRF for Wabamun

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Wabamun sister clubs collaborate on Lake Handicap System.	Complete the Wabamun Lake PHRF in conjunction with EYC.	Fleet Captain	2021 
2. Grow our relationships with our sister clubs and other sailors on the lake.	1. Invite WSC to SBYC Regattas and social events.	Fleet Captain	2022
	2. Promote participation in racing program, Regattas, Wednesday Night Racing, with Wabamun sailing clubs.		
	3. Develop a process to share crew list, awards and knowledge.		
3. Improved lake safety and incident response success.	1. Promote and post information/links to associate sites; Transport Canada, Power Squadron, AOSA, Sail Canada, EYC, and WSC on the SBYC website.	Fleet Captain	2021 
	2. Secure local talent within the club or sister-clubs, to deliver safety education for membership each year.	Fleet Captain	2022
	3. Through yearly membership information, ensure radio operator and boaters card numbers are on file and updated.	Membership	Annually 2021
4. Education to enhance SBYC sailors in both racing and cruising Programs.	1. Establish pre-requisite race committee training.	Fleet Captain	2022
	2. Sailing and racing mentorship programs that have a focus on women with the aim to build confidence and enjoyment of sailing.		
	3. Coordinate availability of local sailing experts to deliver workshops focused on general sailing and racing skills.		
	4. Host Northern Alberta Sailing College races at least once a year SBYC.		
	5. Scope out cruise and learn flotillas and learn to sail days on Lake Wabamun with-experienced local sailors.		
5. Attract youth to become cruisers through crewing opportunities.	Open house to WSC members, and other sailors on the lake, with the intent to open the opportunity of crewing with SBYC members.	Communication and Marketing	2022

**Progress Indicators**

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3) **Strategy: Sustainability**

**GOAL:** Identify opportunities that can ensure the economic sustainability of SBYC at its current location and possibly other locations on the lake. **KPI:** Budgets; Cost Control; Audits; Alternate Revenue Streams; Membership Fees; Lease Negotiation; Plan B schedule progress

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Secure a satisfactory lease renewal agreement at current location	1. Scope out with landlord, start date and preferred process for lease negotiations.	Past Commodore	2021 ●
	2. Establish a lease renewal negotiation team.		
2. SBYC remains sustainable	1. As per board direction, pursue alternate location recommendations, in the event terms of renewal are not reached.	Vice-Commodore	2022
	2. SBYC to outline process for possible exit strategy from Sunshine Bay location.	Commodore	2023
3. Maintain a position of fiscal viability.	1. Critical assessment of proposed budgets and ongoing actual expenditures.	Treasurer	Annually ●
	2. Explore new creative revenue possibilities to maintain club solvency.		2021 ●
	3. Financial audit or equivalent.		2022
	4. Increase volunteer involvement in SBYC activities.	Past Commodore	2021
4. Build awareness of our club and facilities.	1. Establish and maintain an inventory of Club Merchandise for sale.	Communication and Marketing	2021 ●
	2. Develop a reciprocal agreement with all sailing facilities on Lake Wabamun and communicate to Membership.		2022
	3. Hold an open house aimed at gaining public awareness.		Annually ●
	4. Promote SBYC during local community events - Seba, Wabamun, EYC, WSC		●
5. Docks at 100% capacity always	Ensure available rental dock space is communicated to all Alberta Sailors.	Communication and Marketing	Annually ●

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**4) Strategy: Partnerships**

**GOAL:** Through partnering and collaborating with the Greater Wabamun community, we promote the sport of sailing in an environmental and sustainable manner. **KPI:** Participation in Community; Wabamun Watershed-Council participation; New/ Returning sailor interest

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Outstanding community partner through expanding our reach to increase interest in sailing.	Strengthen and create partnerships with: <ul style="list-style-type: none"> <li>WSC members, Wabamun marina and interested persons that may wish to crew during racing events.</li> <li>EYC on racing events, regattas, social gatherings and training.</li> <li>Membership with Alberta Sailing Association/Sail Canada.</li> </ul>	Fleet Captain	2022
2. Nurture new and existing relationships in our community	1. Establish a relationship with key stakeholders; landlord, mayors, council members, board members of other clubs, individual sailors on/around the lake.	Commodore	2021
	2. Invite executive from sister clubs as well as Mayors of the lake community to the annual Gala.		
	3. Become more involved with Seba Days and other Lake events.		
3. Become recognized as a leader in environmental initiatives on Lake Wabamun	1. Pursue an active board member position in the Wabamun Watershed Management Council.	Communications and Marketing	2021
	2. Develop an environmental position statement to emphasize and communicate our commitment to responsible use and protection of the environment.		
	3. Elevate awareness of our Sunshine Bay environment and the respectful sustainability of our Lake to our members through knowledge of the ecosystem, preservation and restoration.	Communications and Marketing	2022
4. Prevention of adverse events	1. Safety inspection of SBYC onshore/offshore infrastructure.	Vice-Commodore	Annually
	2. Reporting mechanism for safety concerns or potential adverse event concerns.	Vice-Commodore	2021
	3. Communicate to membership their responsibility to maintain safety at SBYC.	Membership	Annually
5. Respond effectively to all emergency situations on land and water at SBYC	1. Develop a mutual aid Emergency Response Plan with EYC, WSC, Wabamun Marina, RCMP and Parkland.	Vice-Commodore	2022
	2. Review and update emergency preparedness plan with board and create an awareness with the membership.	Vice-Commodore	Annually starting in 2022
6. Health and Safety Procedure and Protocols in place to reflect current Gov't health policy	Rules and Regulations along with the Code of Conduct in place, signed by members and filed with the board.	Membership	Annually

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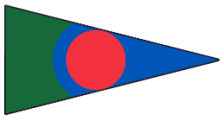
5) **Strategy: Membership**

**GOAL:** Engagement of SBYC club members in Club operations, programs and governance that encourages volunteerism, ownership and accountability. **KPI:** Increased volunteerism; Board succession planning; recruitment and retention of members

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Active membership that contributes to the success of club operations and interests.	1. Redesign the categories in our skill bank to fit the club's immediate needs.	Membership	2021 ●
	2. Ascertain area of interest for each member and align mentor members with volunteer opportunities		●
	3. Create a means of tracking volunteer hours and use data to understand and plan future contribution hours.		●
	4. Investigate a volunteer surcharge that would be used if the member chooses not to contribute time as a volunteer.	Treasurer	2021 ●
2. Qualified members available to stand for Board positions.	Develop a volunteer committee of past and present Directors to secure qualified candidates for future Director positions.	Vice-Commodore	2021 ●
3. Increase the usage of the club facilities through on-shore activities for members and guests.	1. Increase the use of the foreshore area; horseshoes, volley ball, tent camping area.	On-shore Events	2022
	2. Develop off sailing season use of the clubhouse.		

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6) **Strategy: Communication**

**GOAL:** The Club will consult and communicate on a regular basis with its members and sailing community around the lake, and the province through our web site, quarterly newsletters and social media. **KPI:** Website current; Quarterly Newsletter published; Marketing plan; Social media plan; Summer General meeting; and bulletin boards

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Transparent communication and interaction with Membership and the Community	1. Change Director at Large role to Communication and Marketing, to focus on internal and external communication and marketing of the club.	Commodore	2021 ●
	2. Assign responsibility to manage the suggestion box and the process for communicating to the membership.	Communications and Marketing	2021 ●
	3. Publish schedule of all events for the entire year with input from Fleet and On Shore (January thru December).		●
	4. Establish a process for all Directors to submit local community news, and related sailing events for posting.		●
	5. Create a standardized communication and marketing plan, with approved templates for internal and external Board use and for various soft and hard copy Medias.		●
	6. Integrate new social Medias and re-establish and maintain Facebook site.		●
	7. Links on web site to various club social media sites and maintained.		●
	8. Create web content that reflects the club's brand and invites interaction.		●
	9. Establish number and timing of mainsheet publications and solicit input from directors.		●
	10. Install internet in the clubhouse		Facilities
	11. Have all board meeting minutes and director reports published on the website for members within 30 days of meetings.	Secretary	2021 ●
2. Work orders system in place	Work orders for dock and facility management.	Dockmaster	2021 ●
		Facilities	●

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7) **Strategy: Governance**

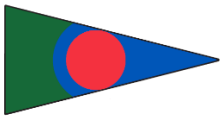
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**KPI:** Ongoing assessment; revision and communication of strategic plan outcomes/key initiatives; succession planning; Board orientation; RAIL; satisfaction survey

INTENDED OUTCOMES	KEY INITIATIVES	ACCOUNTABLE	YEAR to be ACHIEVED
1. Accountability as per Governance package	1. Establish financial benchmarks – liquidity, profit / loss, cash reserves.	Treasurer	2021 
	2. Establish and engage in review and revision of the Clubs Governance Package.	Vice-Commodore	Annually 
	3. Registration package to include: <ul style="list-style-type: none"> <li>• Summary of Articles of Incorporation</li> <li>• Strategic Plan</li> <li>• Rules &amp; Regulations and</li> <li>• Code of Conduct</li> </ul>	Membership	Annually 
2. Steward to the Strategic Plan.	1. Create knowledge and understanding of the fiduciary responsibilities of the board of directors and special committee chairs.	Treasurer	Annually 
	2. Establish and implement a process-for decision making that will strengthen membership, stakeholder and public trust.	Commodore	2021 
	3. Review the purpose, process and functionality of meetings, which include how committees and volunteers report to the Board. Implement Robert’s Rules of Order for meetings.		
3. Maintain high level of governance across all aspects of club.	Create independent over sight through an annual survey to the membership, using tools such as “Survey Monkey”	Communications and Marketing	2021 
4. Governance training in place	1. Review and revise to ensure the Rules and Regulations and Directors role descriptions are in compliance with the Articles of Incorporation.	Vice Commodore	2021 
	2. Design and deliver an orientation package and training for new Board, Committee members and volunteers prior to the 1 <sup>st</sup> Board business meeting.	Past Commodore	2021 
5. Review Board and Committee Structure	Review current board structure, committees and volunteer base to ensure compliance with the Articles of Incorporation.	Commodore	2021 
6. Succession Planning. Willing volunteers for board of directors	1. Examine and revise the terms of board members to ensure proper succession planning for SBYC Board in compliance with the Articles of Incorporation.	Vice-Commodore	2021 
	2. Establish a transition process for new board members.	Past Commodore	2021 
7. Project proposal and development format for new projects.	1. Review small projects form.	Treasurer	2021 
	2. Decision process and authority in place.		
	3. Develop a capital and operating budget process for significant projects and expenditures.		

**Progress Indicators**

Complete or on target	In progress but not yet complete	Not yet started	COVID19 related
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**Strategic Plan Review and Development: Vice Commodore**

John Semple, Vice-Commodore

**Input via full board and approved February 9, 2021**

Craig Dirk, Commodore

Murray Erickson, Past Commodore

Richard Schlachter, Treasurer

Tim Stubbs, Membership

Brian Styles, Dockmaster

Brad Barber, Facilities

Bonnie Reib, Fleet Captain

Nicole Sikora, On-Shore Events

Avery Stobbe, Secretary

Ian Macleod, Director at Large

**Distributed to Membership via e-mail and on the SBYC Website: March 2021**