

**Mordialloc Sailing Club Strategic Plan  
June 2021 – June 2024**

**Vision:**

To be recognised as a vibrant and professional sailing club that encourages and facilitates participation in competitive and social sailing, and other water-based activities in a financially stable, diverse, social and respectful environment.

To provide multiple pathways and options for sailors of all levels of experience and interest.

To be a relevant and valued member of the Kingston Community that actively seeks to make sailing a more accessible activity for all.

To be sensitive to, and actively contribute to the care of the coastal environment of Mordialloc.

Goal	Sub Goals	Strategies (relate to sub goals)	Owners of strategy (Suggested TBC)	KPIs (specific outcome/date) <b>DRAFT Indicative only. Will be completed once owners are confirmed.</b>
1. Strengthen sailing and increase participation in club activities	1.1 Attract and retain new members 1.2 Increase participation in sailing	<ul style="list-style-type: none"> <li>Increase range of membership types</li> <li>Develop pathways programs from reception to club racing</li> </ul>	Exec led by Garry  Peter White, Sailing Committee	Review, implement by June 2021  Document by start 2021 season. Implement 2022
Current Owner: Mal Parsons	1.3 Provide a sustainable future for youth sailing	<ul style="list-style-type: none"> <li>Review club sailing program and a relevant calendar of events</li> </ul>	Peter White, Sailing Committee	Review, implement by June 2021
Confirmed Owner:	1.4 Provide outstanding race management to members 1.5 Be a recognised leader and go-to club for major regattas and events	<ul style="list-style-type: none"> <li>Provide high quality training and coaching</li> <li>Review class structure in consultation with class associations</li> <li>Provide and support alternative water-based activities</li> </ul>	Dale, Greg, Matt, Drew, , Sailing Committee  Sailing Committee  Drew, Geoff, co-op others	Review, implement by June 2021. Note needs to be done in conjunction with Pathways Program  Review, implement by June 2021. Note needs to be done in conjunction with Pathways Program Develop policy. Document by Dec 2021

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		<ul style="list-style-type: none"> <li>• Strategically seek regattas that support the clubs vision</li> <li>• Provide training and development opportunities to build the professionalism of club volunteers and race management personnel</li> </ul>	<p>Exec &amp; Sailing Cmtt</p> <p>Crawford, Garry, co-op</p>	<p>Develop policy. Document by June 2021</p> <p>Implement ongoing</p> <p>Identify needs June 2021</p> <p>Investigate opportunities July 2021</p> <p>Gazette, approach. implement</p>

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<p>2. Build social connection within the club</p> <p>Current Owner: Drew Henry</p> <p>Confirmed Owner:</p>	<p>2.1 Increase range of social experiences for all members</p> <p>2.2 Increase member participation in social events</p> <p>2.3 Increase profile of committee members to general members</p>	<ul style="list-style-type: none"> <li>• Form Social Committee</li> <li>• Form Junior Social Committee</li> <li>• Survey members re social events</li> <li>• Construct calendar of events that includes new and existing events                             <ul style="list-style-type: none"> <li>– Open Day</li> <li>– Christmas Party</li> <li>– End of year Celebration &amp; presentation</li> <li>– Kids Sleepover &amp; dinner</li> <li>– Father’s Day/Mother’s Day</li> <li>– Grand Final Day</li> <li>– Twilight social Sailing Eve</li> <li>– Coffee Cruise</li> </ul> </li> <li>• Hold a new members night each season</li> <li>• Place photos of committees and their roles on the notice board</li> <li>• Investigate New Sailors sail with Old Salts mentor program – this can be class based as with the Sabres</li> <li>•</li> </ul>	<p>Social Committee.</p> <p>Geoffrey D.</p> <p>Greg &amp; Kelly Heins <u>Junior Social Committee</u></p> <p>Sarah Lee</p> <p>Gill Robinson</p>	<p>Survey specifically about social events.</p> <p>Target new events like New member’s night &amp; Grand Final day and build numbers to these events.</p> <p>Create a calendar of social events</p>

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<p>3. Strengthen the governance and financial stability of the club</p> <p>Current Owner: Mal Parsons</p> <p>Confirmed Owner:</p>	<p>3.1 Review Constitution and Bylaws</p> <p>3.2 Investigate professional development opportunities in governance</p> <p>3.3 Set a yearly budget</p> <p>3.4 Create a performance dashboard for budget, memberships, trainees, etc</p> <p>3.5 Develop and maintain a membership skills matrix</p> <p>3.6 Succession planning and attracting members to the committee</p> <p>3.7 Job descriptions</p> <p>3.8 Improve visibility of the constitution, meetings and minutes.</p>	<ul style="list-style-type: none"> <li>• Review Constitution and Bylaws to ensure appropriate and comply with Model Rules</li> <li>• Review and membership types. Align with 1.1 above</li> <li>• Check State and Local Govt Opportunities</li> <li>• Identify Exec and RC members to undertake</li> <li>• Develop capital expenditure plan for equipment retirement/replacement</li> <li>• Identify what should be on the dashboard</li> <li>• Select platform appropriate to above</li> <li>• Investigate current membership database</li> <li>• Modify membership forms if required</li> <li>• Survey Members</li> <li>• Include on agenda for Executive Committee</li> <li>• Create a succession plan</li> <li>• Fund, encourage and promote race management, instructor and coach formal training. Align with 1.5 above</li> <li>• Create Job Descriptions for Key Positions within the Club</li> </ul>		

		<ul style="list-style-type: none"><li>• Publish meeting minute summary on the website. Notify members when they are published (via Around Mordi?)</li></ul>		
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<p>4. Promote sailing and other water based activities to the wider community</p> <p>Current Owner: Bart Scheen</p> <p>Confirmed Owner:</p>	<p>4.1 Build our connection to CoK and other local community groups</p> <p>4.2 Target local schools for sailing programs, personal development, etc</p> <p>4.3 Develop and maintain Try Sailing Programs and other open days</p> <p>4.4 Develop guidelines for offering MSC facilities and water-based activities for enterprises wishing to run PD, promotion, recreation activities</p>	<ul style="list-style-type: none"> <li>Identify target groups that are likely users of MSC programs and develop offerings as appropriate</li> <li>Seek opportunities for a presence at community days, school fetes, expos etc. Develop media presentations for potential for target institutions</li> <li>Actively support established partners including Long Beach Group of Clubs, MMYC, SCRAA, Mordialloc College and Yarrabah. Review program offerings to better meet the needs of audience</li> <li>As per AS Try Sailing Days</li> <li>Introduce 2 Club Open Days where guests can explore all MSC water and volunteer and social activities. Align with 1.1</li> </ul>		<p>Make contact and arrange presentation opportunities</p> <p>Develop and maintain low cost programs for access by community youth groups, support groups etc</p> <p>Invite MMYC to our midweek sailing program as soon as the dates are known</p> <p>Invite MMYC to our Try Sailing day one month before scheduled</p>

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<p>5. Demonstrate good stewardship of the club's facilities and local environment</p> <p>Current Owner: Bart Scheen</p> <p>Confirmed Owner:</p>	<p>5.1 Improve the clubs level of care of the local environment</p> <p>5.2 Ensure all club members and visitors are aware of their responsibilities in caring for the clubs local environment.</p> <p>5.3 Maintain clubs on-water assets</p> <p>5.4 Maintain clubs off-water assets</p>	<ul style="list-style-type: none"> <li>• Review local environmental groups to establish their relevance to MSC</li> <li>• Maintain membership in relevant local environmentally focused groups</li> <li>• Maintain Recycling &amp; composting strategies</li> <li>• Review and maintain the club's use of renewables and efficient use of water</li> <li>• Draft caring for our environment guidelines to be included in Club Handbook</li> <li>• All regatta Sl's to include "No discarding of any waste overboard during regatta sailing clause"</li> <li>• Include acknowledgement of traditional custodians of country and waterways in Club Handbook, official speeches and on show in club entry.</li> <li>• On-water assets item to be included in Sailing Committee agenda</li> <li>• Develop and maintain user guidelines for all MSC craft</li> <li>• Develop and maintain maintenance log for each MSC craft</li> <li>• Enforce trained operator policy for all MSC craft</li> </ul>		

		<ul style="list-style-type: none"><li>• Off-water assets item to be included in Executive Committee agenda</li><li>• Maintain regular member input into club maintenance/improvements</li><li>• Establish a close working relationship with relevant CoK department responsible for club facilities maintenance</li><li>• Maintain club log identifying short and long term maintenance and capital works requirements</li></ul>		
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