



Capricornia Cruising Yacht Club Inc.

Strategic Plan

February 2022

Capricornia Cruising Yacht Club

The Capricornia Cruising Yacht Club (CCYC) is located at Rosslyn Bay Harbour on the Capricorn Coast of Queensland. It was established in 1974 and conducts fortnightly sailing activities, mainly racing, throughout the year for both trailable and keel yachts and catamarans.

In February 2022, the club had a membership of 2 Life Members, 190 Family Members, 33 Full Members, 58 Associate Members, 21 Crewing Members and 290 social members

The Club has a floating pontoon, a hardstand jetty and a haul-out ramp. There is a secure compound for storage of vessels on trailers and there is a work area for boat maintenance in compliance with current environmental regulations.

The modern clubhouse was completed in 2014 and is a licenced premise. The clubhouse plus the waterside deck overlooking the harbour provides a venue for both social and training activities for members and visitors, as well as catering for community functions such as weddings and parties.

The business of the Club is overseen by an elected Executive Committee and the sailing activities by an elected Sailing Committee. The club employs a Business Manager and an on-site Caretaker plus a number of casual bar staff

Our Vision

"To be recognised by the Australian Yachting community as a club providing high standards of yachting and boating activities, training, community involvement and social engagement for all members".

Our Values

Our club has core values that guide our conduct and collective spirit, these are:

- Honesty, fairness and respect to members, visitors and staff.*
- Enthusiasm for yachting and boating*
- Sustainability of our club and environment*
- A commitment to safety*
- Pride in being a member of our club*

Our Mission Statement

"To achieve our Vision by upholding our Values and provide a strong sense of fellowship and belonging amongst members and guests, both on and off the water."

Pillars

The Club has four Pillars which are the pathways to achieving Our Vision, making sure that we adhere to Our Values

Pillar 1 *Participation, Membership and Growth*

This pillar is important in ensuring we maintain focus in our club core activities, and to ensure that our members are engaged, and have a sense of belonging to their club. Our growth is directed towards achieving a diverse and engaged membership.

Pillar 2 *Facilities and Services*

A focus on attracting and rewarding our members by providing facilities and services suited to their needs. This will also add to the depth within our community by providing facilities and services not found elsewhere.

Pillar 3 *Sustainability and Environment*

For our club and the water activities to continue, we must ensure that our club is pursuing a path that is both financially and environmentally sustainable, and values and protects our marine environment including the foreshore and facilities we control.

Pillar 4 *Risk management and Financial Responsibility*

To ensure the longevity of the club, we must assess and manage risk to all aspects of our club, both on and off the water. Acting in a fiscally responsible manner will enable us to continue to provide services and facilities, and provide benefits to our members and the local community.

Initiatives

The Club has identified a number of initiatives or projects, some short term and some long term that will be undertaken to achieve Our Vision and reflect the outputs of a 2021 SWOT Analysis

Pillar 1 Participation, Membership and Growth			
Activity	Rationale	Leadership	Achievement and Time Frame
<i>Increase variety of sailing-focussed events</i>	The aim is to shift the focus from predominately racing to include organised sailing activities to cater for non-racing boats and crews	Vice - Commodore and Sailing Committee	Q1 2023 with changes reflected in 2023 sailing calendar
<i>Update the CCYC constitution</i>	The constitution has remained unchanged for over 40 years. It requires modernisation to reflect current business practices and social expectations	Executive Committee to oversee Working Party	Q4 2023 with acceptance by members at a special general meeting
<i>Courses and information sessions to include other sailing - related activities</i>	The club conducts crewing, helming and skippering courses. However, there is an on-going need to maintain members skills in issues such as safety, navigation, first aid and boat maintenance	Executive and Sailing Committee	At least one course implemented by Q3 2022 with annual implementation of at least 2 courses by Q4 2023
<i>Investigate the feasibility and viability of a courtesy bus</i>	This could be a service to members to enhance attendance at functions without the concern of driving particularly at night	Commodore, Executive and Club Manager	A decision to be made by Q3 2022 on financial viability

Pillar 2 Facilities and Services			
Activity	Rationale	Leadership	Achievement and Time Frame
<i>Expand meal options including increased availability and variety</i>	Our catering activities whilst popular with members are limited and highly dependent upon volunteers. Expanding meals throughout the week would drive further custom.	Club Manager	Costed proposal for internal expansion of catering facilities and/or invitation to tender from outside catering facilities by Q4 2022.
<i>Formal maintenance plan for buildings and other infrastructure</i>	A marine environment can be harsh on infrastructure. On-going maintenance in a timely fashion will maintain infrastructure to a high standard as well as a budget forecast tool for expenditure	Rear Commodore and club staff	Q3 2022 with a detailed plan outlining key dates, frequencies and anticipated expenditure approved by Executive and presented to members at 2022 AGM
<i>Additional utilisation and efficiencies for work area and facilities</i>	The work area and haul-out is one of the core functions for boating members. Additional services such as spray-painting booths would enhance services to members	Rear Commodore, Club Caretaker and nominated Working Party	Business case for identified facilities presented to Executive by Q4 2022
<i>Boat stacking and re-organisation of yard storage including a new entry</i>	Yard storage is a major source of revenue for the Club. Methods to more efficiently utilise space will enhance revenue, decrease wait-list times and provide more convenient access to the Club.	Commodore, Rear Commodore, Club Caretaker and nominated Working Party	Master plan and business case presented to Executive by Q4 2022
<i>Safe and secure playground area adjacent to clubhouse</i>	This facility caters for the needs of our younger family members. Additional fencing, gates and playground equipment would ensure that children cannot access the rock wall and other dangerous adjacent to the clubhouse.	Rear Commodore, Club Caretaker and nominated Working Party	Plan and costing presented to Executive by Q3 2022 with completion by Q1 2023
<i>Purpose-built training/meeting area for sailing crews and members</i>	There is a conflict of interest between members use and function use of the clubhouse, particularly after racing events.	Commodore and Club Manager	Plan and costing presented to Executive by Q3 2022 with completion by Q4 2022
<i>Build a dedicated Function Room above the existing car parking.</i>	The Club has a relaxed atmosphere with an increasing community profile. There is a conflict of interest between members use and function use of the Clubhouse and the size of the clubhouse hinders both growth and efficient use.	Commodore and nominated Working Party	<i>This is a major project</i> with a 5 + year horizon. A feasibility study with costings presented to Executive by Q1 2023 with completion by 2026
<i>Floating platforms on new piles.</i>	This facility would enhance boating services for our members. The Working Party should investigate CCYC management of harbour piles as well	Commodore and nominated Working Party	<i>This is a major project</i> with a 5 + year horizon. A feasibility study with costings presented to Executive by Q2 2023 with completion by 2027
<i>Extension of hardstand jetty</i>	This would increase available mooring options for boating members	Commodore and nominated Working Party	<i>This is a major project</i> with a 5 + year horizon. A feasibility study with costings presented

			to Executive by Q2 2023 with completion by 2027
<i>Off-site boat storage facility</i>	The size of our existing yard hinders growth of our boat storage market.	Commodore and nominated Working Party	<i>This is a major project</i> with a 5 + year horizon. A feasibility study with costings presented to Executive by Q3 2023 with completion by 2027

Pillar 3 Sustainability and Environment			
Activity	Rationale	Leadership	Achievement and Time Frame
<i>Major environmental impacts</i>	The threat of climate change and slowly rising sea levels is real and cannot be ignored. We need to assess, estimate damage and be advised on major environmental impacts on our facilities and infrastructure	Executive and contracted Environmental Consultant	An internal and consultants report with cost, risk and benefit and mitigation procedures presented to Executive by Q4 2024
<i>Renewable power generation and battery storage of energy</i>	We have a financial and moral obligation to reduce our energy use and minimise our carbon footprint.	Rear Commodore and external energy consultant	Costed proposal on estimated payback times and carbon reduction value presented to Executive by Q2 2023
<i>Regular assessment of net carbon footprint of the club</i>	Our aim is to reduce our net carbon footprint. Providing an annual report to members will raise this important issue as a means of remaining environmentally and financially viable.	Rear Commodore with help from an environmental consultant	A report to the Executive by Q3 2022

Pillar 4 Risk Management and Financial Responsibility			
Activity	Rationale	Leadership	Achievement and Time Frame
<i>Governance training of Executive Committee</i>	There is a need to ensure integrity and compliance of key decision-making members of our club	Commodore and Executive Committee	New committee members to attend an external workshop by end of Q1 each year
<i>Position Descriptions for all Executive Committee positions</i>	These will provide valuable guidance for existing and newly elected committee members on their roles and responsibilities in the Executive	Commodore and Executive Committee	PD reviewed and in place by Q2 2022
<i>Key financial indicators identified</i>	The viability and improvement of the Club is dependent upon sound financial management and profit.	Club Treasurer and Club Manager	Key financial indicators to be presented monthly to the Executive Committee and to members at each quarterly and annual general meetings commencing Q2 2022
<i>Lease renewal</i>	A detailed lease renewal with Qld Transport is required by Q2 2023	Executive Committee, nominated Working Party and additional expert consultant	A new lease for 25 years, favourable on our terms renewed by Q2 2023