



**Regina Beach Yacht Club
Corporate Strategy
Fiscal 2019/20 – Fiscal 2022/23**

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Preamble

Founded in 1913 by a group of boating enthusiasts, the Regina Beach Yacht Club is a member-based organization with the aim of providing boating and fishing pleasure to its members. The RBYC is governed by a board of directors, and it is one of the oldest yacht clubs between Toronto, Ontario and Vancouver, British Columbia. At inception, the objectives of the club centered around encouraging members to build proficiency in managing, controlling and handling their boats, as well as, promoting water based activities. Located on the shores of Last Mountain Lake, the Regina Beach Yacht Club is about 40 miles north west of Regina, Saskatchewan.

In 2011, the club house was rebuilt after it was flooded with about 2 feet of water due to an increase in the water level. The RBYC marina currently has 130 slips and several mooring buoys with a mixture of power and sail boats. The marina also features the only holding tank pump-out facilities on Last Mountain Lake, a fuel dock, fresh water, and a gin pole. The club house provides several facilities to its members; ranging from an exquisite dining environment to beautiful outdoor decks overlooking the marina. The RBYC season runs from approximately the May long weekend until the middle of September.

The RBYC offers four forms of membership to its members; Class A, Class B, Class C and social membership. In the last couple of years, the club has dipped into its reserve funds to cover its operations.

With these in mind, the board organized a half day planning session with Praxis. The session aimed at achieving the following objectives;

- To explore our vision and determine the Club's role in achieving the vision;
- To identify and analyze important decisions facing the organization.
- To determine what impact we have upon our members in different categories.
- To determine our critical success factors and assess our performance in these areas.

Environmental Scanning

Internal analysis

Strengths

- **Brand**- The RBYC prides itself in the distinct offering it brings to the Regina Beach and area community. The organization distinguishes itself through the provision of exceptional boating services and a quality dining experience to its membership.
- **Effective Board**- The organization is run by a hybrid board and a general manager responsible for managing the operations of the organization.

Internal Obstacles to Success

- **Economic/business model** – the current design for the club’s business operations and revenue sourcing needs to be revisited. Looking back at the last couple of years, the board has identified a need to design a model to drive growth and sustainability of the club house.
- **Limited water-based activities** – Also, there is a need to create more water-based activities to attract new membership into the club. There is a high potential to attract the new members through the introduction of more programs.
- **Diversity of age demographic on the board** – Currently, the board comprises of mainly members within the baby boomer demographic cohort. With the need to attract members that represents the younger generation, it is imperative to diversify the membership on the board.
- **Reduced membership**- In 2018, about 12 – 14 members dissolved their membership obligations to the RBYC, requesting for a refund of their membership dues.

External Analysis

External Obstacles to Success

- **Significant Increase or decrease in water level**- An increase or decrease in the water level poses a major threat to the yacht club. Another flood or several years of drought could lead to the suspension of its business operations and high financial commitments.
- **High tax rate**- In terms of taxation, the RBYC pays a relatively high rate due to its location in Regina Beach.
- **Grow relationship with Regina Beach community including Parks and surrounding communities** – The RBYC is a major economic contributor to the Regina Beach Community, hence, the need to build and maintain a cordial business relationship with leaders and businesses in the community.
- **Economic Instability**- Over the last years, the Saskatchewan economy has experienced fluctuations thereby leaving residents with the option of critically prioritizing how to spend their disposable income. These fluctuations have directly or indirectly affected the membership of the club.

Greatest Opportunities

- **Population Growth** – With the provincial governments plan to attract more residents to Saskatchewan, the club stands the chance to attract more members.

- **Business partnerships** – There are opportunities for the club to partner with businesses around the Greater Regina Beach area and build better relationships with the leader of the community.
- **One-stop shop for boaters** – As the club seeks to expand its service offerings to members, the club should look at offering year-round services as well as programs to attract “lake-life lovers”. The services could also include a program for fishermen that sail through the region.
- **Revitalization strategy within the board** – The club has an opportunity to create a distinct and vibrant culture by introducing individuals within the age demographic of 30 – 45 into its leadership team.

TOWS Analysis

This analysis focuses on developing strategic courses of action based on the factors identified in during the internal and external analysis.

	Greatest Opportunities <ul style="list-style-type: none"> - Population Growth - Business partnerships - Revitalization strategy within the board - Unique location and marina - Expanded business opportunities 	External Obstacles <ul style="list-style-type: none"> - Changes in water level - High tax rate - Difficult relationship with Regina Beach community - Economic Instability
Strength <ul style="list-style-type: none"> - Brand - Effective leadership 	Maxi Strategy (Leveraging on strengths to optimize opportunities) <ol style="list-style-type: none"> 1. Create awareness of the club’s brand to attract new members from the growing population. 2. Develop partnership with organizations that will accentuate the club’s brand presence. 3. Develop plan to attract younger members to be actively involved in the club/on the board. 	Maxi- Mini Strategy (Utilize strengths to mitigate external challenges/obstacles) <ol style="list-style-type: none"> 1. Develop a plan to take the lead on building and managing community relations. 2. Develop an action plan to manage future water level changes.
Internal Obstacles <ul style="list-style-type: none"> - Economic/business model - Limited water-based activities - Reduced membership - Financial stability 	Mini-Maxi Strategy (Take advantage of opportunities to mitigate internal obstacles) <ol style="list-style-type: none"> 1. Introduce additional activities to attract the growing population that leverages the club strengths. 2. Develop a partnership model within the community. 3. Develop and leverage on partnerships for financial growth and stability. 	

Our Hopes and Aspirations (External Vision)

A premier resort destination community providing year- round recreation/lake experience to all members.

Mission Statement

A member-based organization that offers enjoyable recreation/lake life pursuits for the Last Mountain Lake community.

Vision Statement

Partners in community engagement and recreational pursuits.

Our Values

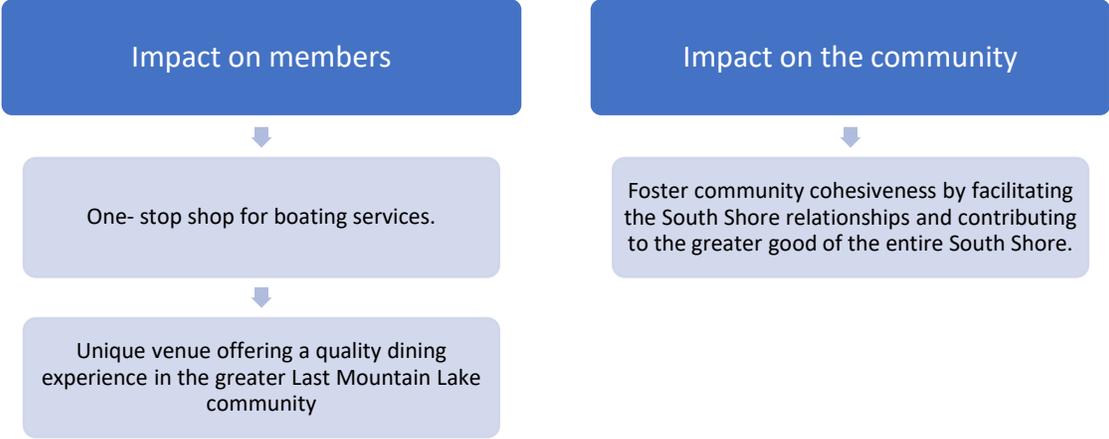
The Regina Beach Yacht Club is committed to the following values:



- **Inclusion** – we provide a supportive and welcoming environment for members looking to enjoy the recreational and lake experience.
- **Service Excellence** – we are committed to providing top-notch services to the community.
- **Respect** – We value our community, members, and people.
- **Community** – We care about our community.
- **Sustainability** – We thrive by continually providing viable services that drives our growth and membership.

Our Impact

As an organization, we impact not just our members, but also, we contribute to the Last Mountain Lake community.



Critical Success Factors

For the yacht club to thrive and fulfil its mission as an organization, the following factors are imperative:

- Expansion of boat related services
- Sustainable funding model
- Initiatives to attract younger members
- Community relationship facilitation
- Revitalization Strategy for board membership
- Membership drive
- Promotion and marketing plan

Key Strategic Imperatives

1. To solidify a Core Business Model and Financial Position that is resilient and long-term.

- Share plan
- Timely financial reporting
- Build reserve fund

2. To cultivate a diversified revenue and membership base that reflects community and regional demand.

3. Culture of customer and community service.

Strategic Objectives

Objectives	Initiatives
Customer-service excellence	<ul style="list-style-type: none"> - Customer service training for employees. - Develop succession planning process - Develop standards of operations (SOP) for employees - Continue to attract and retain excellent staff
Membership engagement, renewal and growth (youth and family)	<ul style="list-style-type: none"> - Public relations & communication of services through social media and radio. - Develop a plan to attract younger members to be part of the board.
Expanded product and Boater service offerings	<ul style="list-style-type: none"> - Introduce more water-based activities. - One-stop shop for boating needs of members - Product/service expansion that supports “turnkey” ease-of-use for members. - Fishermen membership program.
Board governance and leadership	<ul style="list-style-type: none"> - Attract the younger generation - Board governance training - Revised Board Bylaws/Policies - Financial Management Policy (executive limitations)
Development of management/operating systems and practices	<ul style="list-style-type: none"> - Create a funds development plan - Operating manual - Office procedures - Training/customer service manual
Community relations and partnership development (e.g. Parks)	<ul style="list-style-type: none"> - Organize a planning session with the provincial park and golf course. - Identify partnership opportunities with businesses in the community - Participate in council meetings.
Marketing efforts and Brand presence that is top-of-mind across the Region	<ul style="list-style-type: none"> - Adopt social media marketing - Organize and participate in events and activities.
Financial Stability & Business Model Enhancement	<ul style="list-style-type: none"> - Grow reserve fund - Achieve and maintain a balanced budget - Diversify revenue sources for organizational sustainability

Strategic Plan Roadmap

Regina Beach Yacht Club Strategic Plan Roadmap - FY 2019 to FY2021						
Objectives		Initiatives		Initiatives		Initiatives
	Priority	FY 2019	Priority	FY 2020	Priority	FY 2021
Customer-service excellence		Continue to attract and retain excellent staff		Develop succession planning process		
		Customer service training for employees.		Develop standards of operations (SOP) for employees		
Membership engagement, renewal and growth (youth and family)		Public relations & communication of services through social media and radio.		Develop a plan to attract younger members to be part of the board.		
Expanded product and Boater service offerings		Promote / expand services related the RBYC Storage Facility		One-stop shop for boating needs of members		
		Introduce more water-based activities.		Product/service expansion that supports "turnkey" ease-of-use for members.		
		Attract the younger generation		Fishermen membership program.		
Board governance and leadership				Board governance training		
				Revised Board Bylaws/Policies		
Development of management/operating systems and practices		Financial Management Policy (executive limitations)		Training/customer service manual		Create a funds development plan ???
				Operating manual		
				Office procedures		
Community relations and partnership development (e.g. Parks)		Organize a planning session with the provincial park and golf course.		Participate in council meetings.		
		Identify partnership opportunities with businesses in the community				
Marketing efforts and Brand presence that is top-of-mind across the Region		Adopt social media marketing				
		Organize and participate in events and activities.				
Financial Stability & Business Model Enhancement		Grow reserve fund		Achieve and maintain a balanced budget		
		Develop a 3-year financial plan		Diversify revenue sources for organizational sustainability		
		Finalize the RBYC Share valuation model				

Strategic Objective Worksheet Example

A. Broadening the Paradigm Brand								
Our brand – we are more than PMs, BAs and staff augmentation. SK experience is leveraged to accelerate MB growth.								
Critical Success Factors					Barriers			
<ul style="list-style-type: none"> - Marketing campaign and collateral. - Visibility at the “right” events 					-			
Objectives	Measures	Baseline 2018	2019		2020		2021	
			Target	Actual	Target	Actual	Target	Actual
i. <i># of projects won</i>	Projects won that are not just PM or BA.							
ii. Revenue generated from non-PM/BA.	Tracking revenue from private entities.							
iii.	Number of tenders coming out for other than staff augmentation and how ready you are to bid on it							
iv.	Metrics on social media (followers, hits, likes, etc).							
v.	# of presentations at conferences and events - metric							
vi.	Membership and participation in local groups (PMI, IBAA, etc) - metric							
vii.	# sponsorship events with visibility							

