



Background

The Bendigo Yacht Club was founded in 1962 because a small group of people saw the potential of the yet to be completed Lake Eppalock to support a sailing club equal to any throughout the state. The club has come to occupy an important place in the recreational life of Bendigo and the wider Goldfields region, having been the training ground for world champion sailors such as Glenn Ashby (America's Cup), Allan Goodall (A Class catamarans), Greg Goodall (a variety of catamaran classes) and Adam Beattie (Nacra catamarans).

This strategy captures our aspirations and goals for the club over the next five years. Members contributed via an online survey and a number of open forums. The ideas from these and other discussions are reflected below.

Why is the Bendigo Yacht Club important?

The Bendigo Yacht Club offers a wide range of sailing-related opportunities to Bendigo and the wider Goldfields region. In addition, the club supports potential future world class champions by providing training and guidance, and a competitive racing environment.

Current Strategic Issues

Membership

- The club's membership has remained relatively static with respect to numbers and age profile in recent years. We need

to find new ways to attract and retain members, particularly at younger ages.

Facilities

- The club's facilities were built in the 1960s and have been maintained largely by volunteers since then. We need to find ways to bring our buildings and grounds up to contemporary standards with our available resources and without over-burdening individual members.

Finances

- Despite the sustained drought of 2002–2010, the Club remains reasonably asset rich and maintains a strategic leasehold on the Kimbolton Pool foreshore. We need to recognise and better use this asset base to promote the club's development over the life of this plan.

Services

- With the support of its members, the club provides a range of social, racing, cruising and training activities both on and off the water. We need to foster the spirit of volunteerism that underpins these activities while ensuring the quality of the services we provide.





What will success look like?

In five years time:

- We will be recognised as an inclusive, vibrant and respected family-oriented yacht club for Central Victoria that encourages participation in a wide range of sailing-related activities
- We will be proud of the facilities and services we offer
- We will attract sailors from other clubs to join in our activities
- We will have wide community recognition and support
- Our finances will be strong

Values

The following values are fundamental to our success:

- Safety first, both on and off the water
- Inclusiveness
- Respect for each other and the environment
- Sustainability
- Integrity and good governance

What must happen?

Four broad areas of activity are required for success:

Membership

- The club will grow its membership base to at least 300 members by 2024 through a range of measures including strategic marketing and improving the attractiveness of its facilities and services
- The club will maintain a membership fee structure that is reasonable and affordable

- The club will amend its constitution so that couples are recognised as a separate fee-paying membership category
- The club will continue to honour its community responsibilities by maintaining participants and volunteers of Sailability as a separate non-fee-paying membership category
- The club will develop a Youth Engagement Plan for the purpose of attracting and retaining younger members



Facilities

- The club will initiate a Capital Development Plan for the purpose of improving the attractiveness and amenity of its facilities over the next five years consistent with an agreed set of priorities and the club's lease requirements
- The club will initiate an Asset Management Plan for the purpose of ensuring its physical assets remain fit for purpose in supporting the objectives of the club
- The club will increase the use of its facilities explicitly for revenue raising purposes, so long as this does not detract from overall member experience
- The club will improve the attractiveness of its facilities to younger members in



ways that are consistent with the Youth Engagement Plan

- The club will increase its use of electronic booking and payment systems to promote the transparent management of all its facilities, including venue hire, boat storage and camping



Finances

- The club will initiate a Capital Development Fund and an Asset Management Fund to support its Capital Development Plan and Asset Management Plan, respectively
- The club will consider financing the Capital Development Fund from a range of revenue streams in addition to just its annual overall bottom line, including from unsecured loans (debentures) and operational efficiency dividends
- The club will allocate explicit cost centres to each of its major operational divisions (e.g canteen, caravan and camping, boat storage, racing, Discover Sailing Centre, venue and boat hire, etc)
- With the exception of Sailability, all divisions of the club will operate with the intention of both covering costs and generating revenue for the Capital Development Plan and / or the Asset Management Plan
- The club will adopt technology that promotes cashless transactions wherever practical

Services

- The club will amend its constitution so as to adopt a more efficient management structure, with much clearer lines of communication between its various committees
- The Club will continue to rely on volunteers to provide the majority of its social, racing, cruising and training activities both on and off the water
- The club will increase youth participation in club activities in ways that are consistent with the Youth Engagement Plan, including through age-appropriate marketing, the provision of alternative sailing activities and offering honorariums or remuneration for undertaking certain roles where appropriate
- The club will explore longer opening hours with an emphasis on social sailing on Sundays and public holidays
- The club will continue to develop the range and quality of the food and beverage services it provides in response to member feedback
- The club will make the necessary amendments to its constitution to transition from a BYO licence to a license that allows it to sell alcohol
- The club will continue to offer education and training opportunities so as to increase the number of members who are qualified to volunteer for particular roles
- The club will increase its use of web and social media platforms to provide accurate and timely information to members and the broader community
- The club will maintain a no pokies policy

Detailed Action Plans will be developed for each of the above activities.